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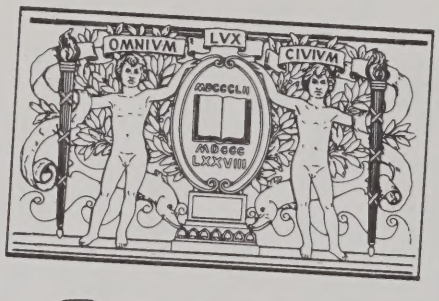

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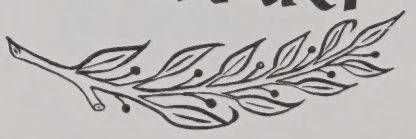

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MONITORING SUMMARY REPORTS

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APRIL, 1978

AREA PLANNING ACTION COUNCILS

Action for Boston Community Development, Inc.
Planning & Program Development Department
Carol McCarthy, Acting Director

MONITORING SUMMARY REPORTS

APACS - 1978

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MONITORING SUMMARY REPORTS

ALLSTON-BRIGHTON

APRIL, 1978

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ALLSTON-BRIGHTON APAC

MONITORING SUMMARY:
ADMINISTRATION

MONITORS: Eileen McDonough

OVERVIEW:

The monitoring of administration for the Allston/Brighton APAC was held on Monday, January 30, 1978 in the APAC Office, 141 Harvard Avenue, Allston. The Executive Director was interviewed and was extremely cooperative in describing the activities of the APAC.

I. Description of the APAC

The APAC is a fiscally non-autonomous agency which currently receives $118,332 in CSA versatile funds, as well as $90,000 in Local Share to administer the APAC, as well as operate the Social Services component which includes: Senior Opportunities, Youth Development, School Age and Adult Education. Other APAC programs which are operated through a combination of ABCD funds and local share are:

Neighborhood Employment Center (NEC)	$ 131,480
HeadStart	133,265

The following programs administered by the APAC receive funds from sources outside ABCD:

Program Area	Source	Amount
Rent-A-Kid	City of Boston	$11,000
Full Day Care	Dept. of Public Welfare	67,382
After School Day Care	" " " "	19,980
Day Care	City of Boston CDBG with DPW match	54,000

The APAC has been agressive and diligent in seeking additional funding from a variety of sources. These proposals which have been rejected are:

DATE	Source/Program Area	Amount
Spring '77	CETA/Title VI Public Employment	$ 30,000
Spring '77	YCCIP/Youth Employment	142,000
Fall '77	NIAAA/Youth Alcoholism	35,000

Those proposals which are presently under consideration by the funding source are:

DATE	SOURCE/PROGRAM AREA	AMOUNT
December 77	City of Bostn CDBG	$ 450,000
December 77	LEAA	10,152

The APAC has generated a total of $100,000 in "in-kind" Local Share contributions which assist in operation of CSA related and non-CSA related programs:

Boston Housing Authority	Space	$ 50,000
Commonwealth Service Corps	Staff	10,000
Elder Service Corps	Staff	10,000
Department of Public Welfare	Food Stamp Workers	15,000
Mass Mental Health	Staff Consultation	5,000
Brighton/Allston Mental Health Clinic	Social Services	5,000
Brighton/Allston Health Center	Social Services	5,000

B. Personnel

The APAC staff is comprised of a total of 44 full and part-time employees. Of the total number there are 8 full-time, 2 part-time, and 11 volunteers. staff members employed in CSA funded programs. There are no CSA funded staff positions unfilled at this time.

The racial composition of the CSA funded staff is as follows: Seven full-time and one part-time employee are white, one full time employee is Hispanic and one part-time employee is black. Eight CSA funded employees are residents of Allston Brighton and the staff has been stable with no CSA personnel leaving since last year, and no one under disciplinary action.

The services of one consultant were used during the program year from December 15, 1977 through January 15, 1978. The cost of this person's services to the Head Start Program as Classroom Assistant was $400.00.

The APAC uses the ABCD Personnel Policies Manual and proceedures. There have been no changes in total employee policy methods since last year. Supervision is provided by the Executive Director and Assistant Director through once a month total staff meetings, weekly individual meetings between staff and Directors, weekly Social Service staff meetings and the Employee Bulletin Board.

C. Linkages with Other Agencies

The APAC works jointly with the Community Modernization Task Force to provide services and staff for the Tenant's Organization in the Information and Referral Center at Fidelis Way .

The APAC is well represented on other Community Agencies and Councils including: Brighton-Allston Inter-Agency Council, Roxbury Crossing Welfare Advisory Board, Brighton-Allston Health Corporation, Jackson-Mann Community School Council, Greater Boston Legal Services Board of Directors, among others.

D. Fiscal Activities

The APAC Board of Directors Finance Committee, comprised of the Board Treasurer, and six other Board members, meet monthly to oversee the APAC's finances. The responsibilities of this committee are to review 325's and non CSA expenditures, secure an annual audit, review and report out to the full Board any non-recurring expense over $500, and inform the Board for its final approval on all fiscal matters. This Committee relates to the APAC through the Executive Director.

The Executive Director is responsible for filing the non-profit status with the Secretary of State and the tax-exmpt status with the I.R.S. The last date when this was accomplished was May 1977. The Board approves the final report before it is filed.

The Allston-Brighton APAC has met and filed its local share committment for 1977 with the ABCD Budget Department. Property Control is administered by the Executive Director using the ABCD system for all ABCD funded equipment. A list is kept on all other equipment.

E. Planning and Refunding

The Executive Director and staff of the APAC work jointly to prepare the program proposal and budget, after the staff has been familiarized with 419's and 325's by the Assistant Director. These recommendations are then submitted to the Program Committee of the APAC Board of Directors, who forward their recommendations to the APAC Board for final approval. Any changes during the program year must follow the same procedures.

F. M.I.S.

The MIS reporting responsibility rests with the person giving the service. The slips are tabulated by the administrative assistant, who then forwards them to ABCD. The APAC is meeting MIS projections.

Both the Executive Director and Assistant Director feel that the MIS present categories are inadequate in reflecting the total service delivery of the APAC staff.

G. Administration/Board Relationship

The primary responsibilities of the Board are to set APAC policies and priorities reflect the concerns of Community low-income residents, and to be ultimately responsible for the operation of the APAC. The Director feels that the Board has done a fine job.

The Director's responsibilities to the Board include carrying out Board mandates, keeping the Board informed of APAC activities and giving appropriate advice and suggestions.

H. Administration/ABCD Relationship

The Director and Staff of the APAC work with ABCD jointly in program development, and administration, management and policy formation activities. The Director and staff are familiar and comfortable with ABCD Central staff and functions.

The Director is pleased that there have been positive steps toward improvement in two areas of assistance 1. seeking new funding and 2. proposal preparation. However, there is still a need in the APAC staff for management training, which the Director feels could be conducted by ABCD.

I. APAC Accomplishments/Difficulties

The Director feels that the major accomplishments of the APAC have been minimum loss of funds, continued improvement of the APAC's image in the community and resistance to incursion by the City into certain program areas.

The APAC difficulties experienced during the past year still concern its relationship with the City of Boston, both in lack of communication from the City to the APAC about availability of funds and competition with the City for funds to provide community services.

II. Monitors Comments:

The Monitor feels that Allston Brighton is well managed and administered APAC. The staff is stable and reflective of the community.

Deficiencies:

None

ALLSTON/BRIGHTON APAC

Monitoring Summary
Community Involvement

Monitor: Dave Curtis

Monitoring of the Allston/Brighton APAC's Board of Directors took place on March 13, 1978, at the APAC office, 141 Harvard Avenue, Allston. Attending the session, which began at 6:30 PM were Board President, Bill Martin, members Mary Murphy, Mary McLaughlin and Don Williams.

Board Structure

Article II of the Allston/Brighton Board By-laws call for a Board of Directors no larger than thirty-four members. Twenty-two seats are designated for community residents, sixteen years or older who are elected from three board determined electoral districts. The by-laws mandate that the twenty-two residents directors are elected for two year terms.

The by-laws specify that there are to be seats filled by twelve appointed representatives from seven community agencies, organizations and/or institutions and five specific segments of the community, i.e., Elderly, Youth, BHA Tenant representative, Spanish Speaking and the Mayor's office.

As of monitoring, there were two vacant seats, one appointed and one elected. Respondents indicated that plans for a May election are under way and that the board would be brought up to full complement by the elections.

The board meets on a monthly basis, with seven meetings occuring since September of 1977, Two meetings were held in December. Board minutes are recorded and mailed to board members in advance of the subsequent board meeting. Minutes, when approved by the board, are forwarded to ABCD's Department of Community Coordination.

By-Laws

Since the last monitoring, there have been no amendments to the Allston/Brighton By-Laws.

ABCD Representation

Allston/Brighton has one seat on the ABCD Board of Directors and that seat is occupied by Joe Sullivan, who was nominated by the board. Mr. Sullivan makes verbal reports to the APAC Board on ABCD Board activities.

FUNCTION AND RESPONSIBILITY OF THE APAC BOARD

Hiring of Staff

Article V of the Allston/Brighton by-laws outlines the functions of the Personnel Committee. While the Personnel Committee is advised of all proposed hiring, the Executive Director has "exclusive power to hire employees". Positions which are filled by the Personnel Committee, and the full board, are those of Executive Director, Deputy Director and NEC Director.

Evaluation of Staff

The Board of Directors does not do any staff evaluations. Staff is evaluated by the Executive Director on an "on going" basis and at least twice per year on a formal basis. If requested by the board, Personnel evaluations are made available to them.

The Executive Director is evaluated at board meetings.

Termination of Staff

The Grievance/Termination procedure for the Allston/Brighton APAC is outlined in both the Personnel Manual and the fifth Article of the corporations by-laws. It is the function of the Personnel Committee to "hear, investigate and report to the Board on all personnel grievances. "The monitoring respondents were well aware of the Grievance/Termination procedure.

Since the last monitoring, there have been no staff terminations.

Board Staff Relation

Monitoring respondents felt the relationship between the board and staff to be "good" and "amiable". According to President Martin, this good relationship can be traced to goals shared by the board and the staff and to neighborhood residency of the staff.

Administration, Contract and Leases

All budgets, contracts and leases are viewed by the Finance Committee prior to reivew by the full board. Article Twelve of the corporation by-laws, outlines the requirements for execution of legal documents. Monitoring respondents were familiar with the procedures outlined in the By-Laws.

During the past year the board has entered into three Welfare Day Care contracts.

Administration - Fiscal

The Allston/Brighton Board is informed of the agency's fiscal matters from three sources, the Finance committee, ABCD's Fiscal Department printouts and from weekly statements done by a bookkeeper retained to keep track of the APAC's funds not administered thru ABCD. The board also receive a yearly audit of non-ABCD administered monies.

The respondents felt that they received adequate information on Finances.

Programs

At board meetings and at committee meetings, the board is informed of problems or progress in APAC programs. Also, monitoring respondents indicated that the local paper covers APAC programs quite thoroughly and has proven to be another source of information. The Allston/ Brighton Board determines program priorities by ascertaining community needs and attempting to allocate available finds to meet those needs. During the past year the board voted to cut out the Meals on Wheels program as another funding source was identified.

Refunding

The refunding process starts two months prior to submission of budget and 419's to ABCD. Refunding documents are prepared by APAC staff and appropriate program committees. The materials are then reviewed by the full board and after approval, submitted to ABCD.

Training

Allston/Brighton has had informal board training provided in a discussion forum with the board and staff from ABCD. The session occurred in the Spring of 1977. Respondents indicated a desire to participate in similar training after the upcoming election.

Election

The last election in Allston/Brighton was held on May 24, 1977. One thousand and nine hundred votes were cast by residents, at twelve polling sites. Polling sites were staffed by APAC personnel and workers from ABCD Department of Community Coordination. Votes were tabulated by ABCD staff. Candidate requirements and procedures as outlined in the by-laws were followed. (Articles II and IV)

President Martin informed the monitor that the upcoming election would be conducted in much the same way as in past years, but that the board was considering some "very minor" changes.

Committees of the Allston/Brighton APAC Board

There are nine committees of the Allston/Brighton board, three of which are mandated as "standing" committees by Article V of the by-laws.

1.) Executive Committee: The Executive Committee is required by the by-laws as a standing committee. Since September of '77, this seven member group, chaired by Bill Martin, has met seven times The purpose and function of the Executive committee is outlined in Article V, Section 3 of the by-laws and respondents were well versed in the operation of this committee.

2.) Personnel Committee: Article V, Section 5 outlines the make-up and functions of the Personnel Committee, chaired by Don Williams The Personnel Committee has seven members and it has met six times since September of 1977.

3.) Finance Committee: The Finance Committee is a seven member group which has met five times since September of 1977. The group reviews financial statements pertinent to funds managed by the APAC and the APAC's C.S.A. funds managed by ABCD.

4.) Youth: The Youth Committee of eleven members has met four times since September. The group reviews the APACs youth programming and participates in preparations of 419's and budgets.

5.) Program Committee: Chaired by B. Elland, the Program committee of ten members has met four times since September of 1977.

6.) Senior Affairs: The seven member Senior Committee is responsible for overseeing the Elderly program of the APAC Since September of 1977, the group has met three times.

7.) By-Laws: Chaired by B. Fadden the seven member by-law committee has met three times since September, to review the corporations by-laws.

8.) Election: Article V of the Allston/Brighton By-laws call for an Election committee to be "composed of elected directors none of whom shall be eligible to run for the Board for the year in which they serve". The Election committee as of monitoring was well into planning the upcoming APAC election.

9.) Community Development Committee: chaired by former board president, David Graham, this fourteen member committee had met six times since September of 1977. The community development committee and APAC staff worked to prepare a massive community-wide plan for submission to the CBGD Department of Boston.

Overall Community Involvement

Board members in Allston/Brighton are very active with other neighborhood organizations. A partial list follows:

Brighton Citizen Association
St. Columbkille Parent Teachers group
Washington Hills Association
Presentation Home and School
Jackson Mann Home and School
Oak Square Civic

Deficiencies:

None.

ALLSTON-BRIGHTON APAC

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: SHARON SPRINGER

The monitoring interview was held on January 19, 1978. Participants were the APAC Assistant Director/Director of Social Services and the Monitor.

The Social Service Program account at Allston-Brighton APAC is funded by ABCD at a level of $56,797.00. This figure, however, includes the salary, fringe, etc. for the Education Coordinator who is not on the Social Service staff.

The staff funded by ABCD consists of: (1) The APAC Assistant Director/Director of Social Services who is responsible for the overall supervision of the program and social service staff, for administrative duties and for assuming the responsibilities of the APAC Executive Director in his absence; (2) The Social Work Assistant who is responsible for the provision of counseling, referrals and direct services and for the supervision of one volunteer visiting aides; (3) The Social Services Developer who is responsible for assessment, referrals, counseling and the provision of direct services to families and acting as liaison to relevant child care agencies; (4) The Spanish-Speaking Neighborhood Worker who is responsible for providing referrals and counseling to community residents, especially Spanish-Speaking residents; and (5) The part-time driver who is responsible for delivering Meals-on-Wheels to the Elderly.

INFORMATION AND REFERRAL - provided for individual needs in the areas of health, welfare, legal, employment, Social Security, and SSI.

ESCORT SERVICES/HOME VISITING - provided when necessary.

INTERPRETATION/TRANSLATION - service available to Spanish-Speaking clients.

DOMESTIC AND EMPLOYMENT SERVICES - matching up people who want baby sitting jobs with people who need baby sitter.

NURSING HOME PLACEMENTS

HOUSING ASSISTANCE - obtaining subsidies for families and assistance in finding suitable housing.

MEALS ON WHEELS - hot lunch program servicing 20-25 Senior Citizens.

COUNSELING - service is given on both a long and short-term basis.

LIFELINE - a daily phone reassurance program for the elderly at Fidelis Way.

VISITING AIDE PROGRAM - one volunteer provides home visits, errands and escort for Senior Citizens.

PERSONAL SERVICES - Assistance in filling out forms and applications.

EMERGENCY ASSISTANCE - Limited financial assistance for one time emergency needs.

SEASONAL PROGRAMS - Verifying Globe Santa letters, distributing Christmas toys, baskets, and small remebrances to senior shut-ins and coordinating Thanksgiving dinner for ninety people.

SENIOR CITIZEN CLUB - In daily operation and meeting senior citizen needs on as needed basis.

The program has been able to tap state and city resources to obtain: (1) Two Elder Service Corps volunteers; (2) One visiting aide;and (3) One CSC volunteer. A total of seventy hours are provided by these volunteers. They provide, personal escort, home visiting and errand service for the elderly. One of the volunteers runs the LifeLine Program at the Fidelis Housing Project. Other services provided by the volunteers include translation and job placement for Spanish-Speaking residents.

Social Service staff meetings are held once weekly and supervision is always available on an as needed basis. The staff of all APAC programs meets together at the general staff meeting when the Director shares information from the APAC Director's meeting and any other developments at Central Office that may be occuring. The Supervisor evaluates her staff formally through the ABCD yearly evaluation form and informally through supervision. She looks for the length of time it may take the worker to complete a task for a client, the clients response to the service and the general knowledge and attitude of the worker.

DESCRIPTION OF PROGRAM ACTIVITIES

The main thrust of the Social Service Program at the Allston-Brighton APAC is the provision of direct services on a one-to-one basis to families and Senior Citizens in the Allston-Brighton area. These services are as follows:

The Supervisor feels that program activities are both appropriate to the level of staff and also the needs of the community. Additional program staff would be used to increase the number of people reached by the program and the amount of individual services they receive.

DOCUMENTATION

Services are well documented by this program. An intake form is filled out for each program participant, and a follow-up form is kept in the record for ongoing contact. Case records are kept locked in a desk file in each worker's desk, and confidentiality is preserved.

Projecting from the first quarter's MIS figures, the program will more than meet its service goal. By following the suggestion of the moinitor last year and adjusting their service goals downward, the service goals are more realistic and attainable this year.

The projected number of persons to be served by the program is 500. Through November the program had already documented 341 and most of these clients will be seen several times over the year. Approximately 50 clients are now being seen on a long-term basis.

RELATIONSHIPS WITH OTHER AGENCIES

The program maintains good referral relations with Little City Hall, the Visiting Nurses Association, Massachusetts Mental Health, Legal Assistance, the local Welfare office, Salvation Army, Area II Home Care, Social Security, the Community Mental Health Center, the Allston-Brighton Health Center, and other appropriate social service agencies.

Massachusetts Mental Health Center provides a psychiatric social worker who consults with the Social Service Director weekly. The city's Elder Service Corps and Visiting Aide Programs provide three volunteers to the program, and the state provides one CSC volunteer.

The Director of Social Services is on the Roxbury Crossing Welfare Advisory Board and the Corey Senior Housing Advisory Board. A CSC worker is president of the Senior's Social Club. Staff also attends Interagency Council meetings and Health Committee meetings.

RELATIONSHIPS WITH ABCD SOCIAL SERVICE

Staff at the Allston-Brighton APAC attend training sessions at central and look on ABCD as a resource center which can be tapped on an ongoing basis.

ASSESSMENT

The Supervisor is very pleased with the operation of the program. She feels that the program has gained strength in its stability; for although it has not changed greatly in the past few years, it is still meeting the needs of the area and a quality service is being offered. The program continues to maximize its staff's effectiveness by utilizing its volunteer force. The Supervisor speaks enthusiastically about the area and its people and the staff. Staff members seem genuinely concerned, and make an effort to use their experience and background to reach out and utilize any community resources available.

RECOMMENDATION

The monitor recommends that the Social Service staff give serious consideration to providing a centrally locked file for all Social Service records.

ALLSTON-BRIGHTON APAC

Monitoring Summary:
School Age Education

Monitor: Melissa Tillman

I. General Program Description

The direct service goals of the program are: 1) to increase the basic cognitive skills of youngsters for successful achievement within the schools through a home tutoring program; and 2) to provide increased summer enrichment opportunities for children that enhance their social, emotional and physical development. There is $8,460 allocated to the program from CSA.

The indirect service goals of the School Age Program are: 1) the coordination of educational services to pre-schoolers and school age youngsters of the Allston-Brighton communities through utilization of Title XX monies ($138,000); 2) the participation on and coordination with local school advisory councils and citywide educational groups; and 3) liaison and coordination with local school personnel.

II. Methodology

The Allston-Brighton School Age Education Program was monitored on January 24, 1978, at the APAC, 143 Harvard Avenue. Present was Mr. Michael Coleman, Education Coordinator. The session was informational and relaxed.

III. Assessment

A. Organization and Staffing

The Education Coordinator devotes approximately 40% of his time to the tutorial program and 60% to the supervision of the Title XX programs.

Tutorial

The Education Coordinator's responsibilities include intake and referral, coordination and supervision of the program. There are five volunteer tutors presently working 2½ hours a week providing tutoring, counseling and referral services to their clients. The program is a home-based one and is individualized.

Titls XX

The Education Coordinator coordinates the operations of the two day care programs for children 3-5 years (Rivendell; Fidelis Child Center) and the after school program. The programs are appropriately staffed according to Title XX guidelines; parent volunteers assist in the classrooms.

Volunteer tutors are recruited by word-of-mouth, notices in the college press, through student placement services, etc. Experience is preferred but maturity, responsibleness and willingness to make the necessary commitments are the criterion for selection.

Staff supervision is provided by the APAC Director through on-site visits, staff meetings, individual counseling; training is determined by the program in which one works and appropriate personal experience. Evaluations of performances are verbal.

Technical assistance and consultation has been and continues to be provided by the Allston-Brighton Mental Health and Health Centers and the Kennedy Memorial Hospital.

B. Participants

Tutorial Program

There are five children being tutored as part of the individual tutoring program which serves children in grades I-XII in their home environments.

Campership Intake Program

Recruitment will not begin until April, 1978; there will be 75 children of varied ages participating.

Child Care Programs

The Rivendell and Fidelis Child Care Program serve 24 and 23 children respectively between the ages of 3 and 5 years. The after school program serves 28 children from 6-12 years of age. Of the total groups served, 33 attend the public schools; 15 speak a language other than English. Bilingual instruction is offered in Spanish, Greek, and Chinese; approximately 4 children fall within the 766 category.

C. Program

As stated earlier, the tutorial program is home based. The sessions are 2½ hours in duration and occur at the convenience of the tutee, his/her family, and the tutor.

The Child Care Programs provide for the intellectual, social, emotional and physical growth of the children. The after school program is more recreational and enrichment in nature with some tutorial programming.

Lesson plans are designed by the tutors and classroom teachers with guidance from the coordinator. Records are kept on attendance, counseling, referral and some tests. Tutorial Program participation is based on school performance; child care and after school involvement is determined by the needs of the child and the family situation. In the Tutorial Program student progress is evaluated through tutor feedback, student report cards, and parent reporting. Follow-up when a student leaves a program is performed through parent and/or school contact; enrollee termination is generally a result of: 1) the family moving away or 2) the age limit is exceeded.

D. Program Coordination and Community Involvement

The Education Coordinator participates on local advisory councils and coordinates educational activities with local school personnel, especially the District I office on Beechcroft Street in Brighton.

Program outreach is through advertisement, word-of-mouth, APAC brochure and when applicable, contact with the Boston Public School. Program entrance is determined by child need, family income and situation, age of child, and any special needs warranting consideration. APAC Education staff participate in the following organizations: Jackson-Mann Community School Coucil, District I Tutorial Committee, Allston-Brighton Youth Alcohol Committee, and have also helped arrange for 766 core evaluations of youngsters.

E. Perceptions

The School Age Programs appear to be meeting the needs of the children and families served. The Tutorial Program is singularly under-enrolled as the process for identifying and interesting tutors has become increasingly more difficult and less rewarding. Overall the School Age Program is strong considering the minimal amount of money allocated it (e.g., Education Coordinator's salary). The allotment of some monies for work-study students/tutors would greatly assist the program.

DEFICIENCIES:

None

ALLSTON/BRIGHTON APAC

Monitoring Summary:
Youth Development Program

Monitor: Claudia Boldman

BASIC INFORMATION (funding, staffing, recruitment)

Funding and Recruitment

The Allston/Brighton APAC does not have a formally established Youth Program with a distinct APAC budget. The APAC does, however operate a number of activities for youth. The budget for these activities is included in the agency's Social Service Account, which is funded by CSA at a level of $56,797.

The APAC receives non-CSA funds for this program from two different sources. The Rent-a-Kid program is funded through CETA (City of Boston) in the amount of $11,000 for the fiscal year. The Uncle Manny's House program receives funding through the Department of Public Welfare in the amount of $19,820 from 2/1/77 to 1/31/78. Allston/Brighton's YDP has been in operation for 10 years.

In order to inform and/or recruit area residents for this program, a number of conventional

methods have been used. Among them are word-of-mouth, newspapers, flyers, telephone calls and referrals (interagency coordination). There is no selection process for applicants; everyone is accepted.

The interview was conducted on January 25, 1978. The respondents were the Community Development Specialist and the Education Coordinator.

Staffing

The Youth Development Program utilizes five staff members. They are as follows:

Title	Salary	Status
- Director of Uncle Manny's House	$5.25/hr. (welfare)	25 hrs./wk. full-time during summer
- Community Development Specialist	$8,000 (APAC)	60% time
- Rent-a-Kid Coordinator	$9,000 (CETA)	full-time
- Teen Center Coordinator	$3.00/hr. (APAC)	35 hrs./wk.
- Education Coordinator	$8,500 (APAC)	40% time

In addition, the program has five volunteers who contribute a total of 50 hours a week. Their duties include tutoring, recreation and supervision of activities. Volunteer time is documented as local share.

PROGRAM ACTIVITIES AND SERVICES

1. After School Learning Center. This activity has just recently been reactivated. It provides younger youth (6-10 years of age) with after-school educational and recreational activities. Twenty youth are actually enrolled in this activity which takes place at the Teen Center (basement of 23 Fidelis Way) from 3:00 to 5:00 P.M. It is supervised by the Teen Center Coordinator.

The respondents mentioned that plans are underway for the expansion of facilities and enrollment pending funding.

2. Rent-a-Kid. This activity is supervised by the Rent-a-Kid Coordinator and operates out of the APAC's offices at 143 Howard Ave. and 545 Washington St. during office hours. Presently 175 youth are participating in this program but the respondents feel that more youth could be served if more job requests were obtained.

The respondents are very happy with this activity and point out that 1,000 placements have been secured in a four-month period. Individual counseling and referrals take place as part of this activity.

3. Uncle Manny's House. This program serves 28 bilingual youth from various ethnic backgrounds. The activity is supervised by the Director of Uncle Manny's House and takes place at 7 Eastburn St. When school is in session, the program operates five days a week from 2:00 to 6:00 P.M. During vacations, it operates five days a week from 8:00 A.M.-6:00 P.M.

The respondents feel that the program could serve more youth if it received additional funding. The funding for this program expires February 1, 1978. As it stands now, the program funding has not been renewed and the termination of the program is a strong possibility. The respondents described this activity as the best program of its kind around and were very concerned about the problem it faces.

4. Teen Center. The Teen Center location was changed from 28 Fidelis Way to the basement of 23 Fidelis Way. It is open Monday through Saturday from 3:00 to 11:00 P.M. and is supervised by the Teen Center Coordinator. A staff mem-

ber is present at all times while the center is open.

The equipment available at the Center includes a ping-pong table, television set, tape deck, pool table, and a variety of games. The Teen Center has just re-opened (one month ago) and is actually going through a period of reorganization. Therefore, there are no structured activities yet.

The respondents estimate that 50 different youth use the lounge during any given week.

5. Intake and Referral. The Community Service Coordinator, the Rent-a-Kid Coordinator, the Teen Center Coordinator and the Education Coordinator perform intake and referral services. All referred youth are followed up mainly through phone contact with the referral agency and/or youth. The records kept on the youth who are serviced vary for the different activities. MIS forms are filled out for the youth aided during the intake and referral process.

The following is a list of agencies and programs which are generally used for referrals:

West End House	-	recreation
Jackson Mann School	-	recreation, education
YMCA	-	recreation
Youth Resource Center	-	recreation

Allston/Brighton Neighborhood Health Center	-	physical check-ups, nutritional needs, medical problems
Allston/Brighton Mental Health Center	-	emotional problems
Boston Legal Assistance Project	-	legal aid
NEC	-	job placement, counseling and training
YEES	-	job placement, counseling and training
YAC	-	job placement, counseling and training
APAC Education Dept.	-	tutoring
GED	-	high school equivalency
English Language Center	-	ESL program
Adult Learning Center	-	high school equivalency, continuing education

Service estimates for each type of service in terms of the average number of youth referred during any given month are the following:

Youth	-	80
Health	-	7
Legal	-	1

Employment - 50

Education - 48

These statistics can be documented through MIS forms.

6. Counseling. The counseling offered at the Allston/Brighton APAC primarily takes place on an as-needed basis as part of the different program activities. All of the YDP staff performs this service. They are supervised on a day-to-day basis by the APAC Director and the APAC Assistant Director.

Youth are counselled both individually and in groups. The frequency of the counseling varies with the different program activities. The service is offered on an as-needed basis.

Needs assessments are generally done for each counselee but documentation varies with each activity. Individual, informal strategies are then followed for each youth. Parents or families participate when necessary through home visits or participation in activities. Youths are provided counseling services as long as they are needed.

No counseling records are kept. The counseling component ordinarily uses the same referral agencies used by the Intake and Referral service (see # 5). All referred youth are followed up.

The staff receives some training in counseling through workshops and courses offered by Mass. Mental Health Center and the ABCD Community College. The staff's counseling skills are evaluated periodically.

The types of counseling offered include educational, vocational, family, alcoholism and drug abuse. The respondents feel that, in general, counseled youth show improvement.

MIS REPORTING

According to the respondents, MIS forms have not been regularly submitted to ABCD. The YDP is actually somewhat behind in the submission of these forms. In addition, MIS categories have to be revised to delete old activities and include new ones. Categories also overlap resulting in the documentation of YDP activities under the category of School Age Education.

The monitor recommends the prompt revision and clarification of MIS categories in order to facilitate the adequate documentation of YDP activities.

COMMUNITY YOUTH DEVELOPMENT

The Allston/Brighton APAC does not have a Youth Council. The APAC Board has 1 youth member with voting representation. This

board has a Youth Committee which meets once a month and which shares a good relationship and good communication with the youth program staff.

The YDP has sponsored or participated in the following neighborhood activities or festivities:

- sponsored a rummage sale for the benefit of Uncle Manny's House.
- sponsored a Summer Camping Trip for all community youth.
- participated in a community Christmas Party.
- helped distribute toys and Christmas packages to needy families in the community.
- sponsored a Clean-Up day at the Fidelis Way Project.

TECHNICAL ASSISTANCE

The respondents feel that the staff needs technical assistance with this program, specifically in the areas of proposal writing and fund-raising. The YDP has requested technical assistance from the Planning Dept. of ABCD. The two requests were made on November and December, 1977 for the purpose of proposal writing. In both cases, assistance was received at no cost to the APAC. The YDP has received unsolicited assistance for the program in the form of information from the ABCD Youth

Affairs Dept. and program resources from the Youth Resource Center.

PROGRAM COORDINATION

The Allston/Brighton YDP works with a variety of community agencies to deliver services to youth:

Youth Resource Center	-- sharing of information and resources, job placement and counseling.
West End House	-- recreation facilities, fee waivers.
Interagency Council	-- referral resources, information exchange.
Christian Herter Center	-- enrollee vocational training.
NEC	-- job placement, training, vocational counseling.

CONSISTENCY WITH 419

There are substantial differences between the APAC's 419 on this program and the APAC's actual program as described herein. Some of the youth activities discussed during this interview are not included in the 419. The 419 should be revised to either include all youth activities regardless of their

funding source, or just those activities funded by CSA. The Community Development Specialist should also appear as part of the YDP staff (60% time).

PERCEPTIONS OF RESPONDENTS

The respondents feel that, because of its loose structure, the YDP is better able to deal with individual problems. According to them, one of the best features of the YDP is that the youth it serves have a wide variety of backgrounds. They also point out that the summer work program is very well received by both youth and supervisors.

The respondents feel that the program could be improved with more funding to provide for added staff and facilities.

There have been a number of improvements since the last monitoring. Among them are the fact that the Teen Center is attracting more people than before, more attempts have been made to secure funding for the YDP, the staff is devoting more time than before to youth activities, and more youth are being reached. The respondents feel that things have remained more or less the same since the last monitoring. The problem of funding in general persists. More specifically, there is the concern that Uncle Manny's House, an excellent program,

will have to close down as of February 1 because of lack of funding.

MONITOR'S BRIEF ASSESSMENT

In general, the YDP seems to be providing a number of good services to the youth of Allston/Brighton. The Community Development Specialist now spends 60% of his time on youth activities and is doing a good job of organization and coordination. Some activities that were discontinued are now reactivated, such as the After-School Learning Center.

MIS documentation has to be improved and categories have to be revised in order for the APAC to receive appropriate credit for the services it offers youth. The 419 also needs revision since some activities are not presently included. The confusion in documentation might be a result of the fact that the YDP does not have its own budget.

The monitor recommends that, with the assistance of Central staff, the YDP intensify its actual fund-raising efforts to provide resources to adequately maintain its existing activities and to expand its youth program.

DEFICIENCIES:

1. The program's 419 needs to be revised to either include all the activities described in this summary or just those that are funded by CSA. The staffing section should also be up-dated.
2. MIS forms are not being submitted regularly and on time to ABCD. Categories have to be revised to delete old activities and include new ones. Also some YDP activities are presently documented under School Age Education.

MONITORING SUMMARY REPORTS

CHARLESTOWN

APRIL, 1978

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JFK FAMILY SERVICE CENTER

Monitoring Summary:
Administration

Monitors: Donald Tate
Carol McCarthy

The JFK Family Service center in Charlestown, a fiscally autonomous agency, administers approximately $412,993 in ABCD funds. These funds are used for the administration and operation of services such as youth development, senior opportunities, and educational programs. This agency also receives $1,935,899 in outside funding from the following sources to operate the following programs:

HUD	$1,045,000	Economic Development Corp.
CSA	50,000	Economic Development Corp.
HEW	178,499	Headstart
TCA (LEAA)	25,000	Youth
COMMONWEALTH OF MASS.	462,000	Alcohol Detox, pre-school after-school daycare, elder affairs, female drop-in center, family and individual counseling, drug counseling
Senior Home Care	60,000	Homemaker Service
United Way	52,900	Flexible
Private Community Foundation	52,000	Community is a school program
Other	10,000	Flexible

The Administrative Monitoring Interview was held on Wednesday, January 11, 1978. The interview was conducted with the Executive Director, John Gardiner and the Deputy Executive Director, Robert O'Brian.

ABCD CENTRAL ADMINISTRATION RELATIONSHIPS

JFK Family Service Center appears to participate in a meaningful and useful manner with ABCD Central and with the overall thrust of ABCD's programs. The participation and responsibilities of the JFK Family Service Center with ABCD Central appears to be in line with the long-term goals of ABCD.

ACCOMPLISHMENTS

The Executive Director of the JFK Family Service Center feels that his major accomplishments during the last fiscal year have been: (1) The further development of Charlestown Economic Development Corporation, including the funding of an elderly housing project; (2) the funding of the Community is a School program; and (3) continued involvement of the Kennedy Center in educational issues facing Charlestown and the City of Boston. These accomplishments appear to be reasonable and significant for an APAC such as JFK.

DIFFICULTIES

The JFK's Executive Director feels (as in prior years) that the major difficulty during the last year has been the lack of increased funding from CSA and the eroding effects of inflation, which are not accounted for in CSA grants.

COMMUNITY RELATIONSHIPS

JFK Family Service Center continues to be involved in a number of community activities and works jointly with a number of community agencies to improve conditions in Charlestown. These organizations include Senior Home Care, the NIAAA, Bunker Hill Health Center, Bunker Hill Boys' Club, the AFGB, the YAC and others. These many community activities are one of several indicies that substantiate that a significant contribution is being made by JFK to improve conditions in Charlestown.

JFK APAC BOARD RELATIONSHIPS

The attitude of the JFK Family Service Center's administration toward the Board appears to be healthy and contributory to the overall success of the JFK APAC. The Board appears to have intimate involvement in the APAC's impact upon the community. They also appear to be acting as a healthy sounding board and source for community input into the JFK Family Service Center's operations on policy decisions.

MONITOR'S COMMENTS

Our interview indicated that the management is capable and has operated a successful program in the last year. The relationships between ABCD and the JFK APAC Board of Directors with the JFK APAC Administration have been excellent. The administrative relationship with the staff also appears to be sound. JFK has also had excellent success in bringing more funds into the Charlestown community.
JFK is a remarkably effective, well managed operation which provides significant quality services to the people of Charlestown.

FINDINGS

STAFFING

Per the Executive Director, the organization is fully staffed, and all personnel policies/job descriptions are currently effective and in use.

PROGRAMS

Mr. Gardiner indicated that all programs are operating efficiently and and meeting the standards that were set forth at the beginning of the year. Charlestown's management of the programs appears to be effective.

FINANCIAL AND MANAGEMENT INFORMATION SYSTEMS

It appears that Charlestown's management information/financial planning systems are operating satisfactorily; and the property control system (although they do not purchase equipement with ABCD funds) appears to be doing the job. The management information system being used at Charlestown also appears to provide the necessary information for management decisions.

Deficiencies:

None

JFK FAMILY SERVICE CENTER
(CHARLESTOWN APAC)

MONITORING SUMMARY:
COMMUNITY INVOLVEMENT

MONITOR: DAVID CURTIS

The Community involvement monitoring of the J.F.K. Center took place on January 12th, 1978 at the center's office at 27 Winthrop Street, Charlestown. The two hours session was attended by John Gardiner, Executive Director, Moe Gillem, Board President and Jeanne Babcock, Board Vice President and a member of the ABCD Board of Directors.

Board Structure

The by-laws of the J.F.K. Center call for a 29 member board; sixteen members, elected for two years terms from the seven precincts of Charlestown, with the remaining thirteen members appointed to the board for three year terms. As of monitoring, all board seats were filled. It is the practice of the Charlestown Board to meet bi-monthly yet since Septmeber of '77, there have been monthly meetings. Board minutes are recorded and mailed to the Department of Community Coordination. There has been a amendment to J.F.K.'s By-Laws since the last monitoring; specifically the adoption of a three month waiting period before a former Board member can be employed by the agency.

Elections

On June 21, 1977, seven hundred and fifty-six Charlestown residents voted at five polling sites to elect residents to the J.F.K. Board of Directors. All candidates must be eighteen years old and a neighborhood resident. To appear on the ballot, candidates must present fifty resident signatures to the Election committee which

verifies signatures against the voting list.

Although this election procedure works well, according to those interviewed, the J.F.K. Center is contemplating some election changes. If possible, J.F.K. would like to coordinate with other Charlestown groups to hold all community board elections on the same day. Another format under consideration would involve a town meeting or community forum. The extent of ABCD's involvement in the next J.F.K. election should be to act as poll workers, help with publicity and, if possible, re-instatement of the two hundred dollars once available from ABCD for APAC elections.

Committees of the Board

1). Finance Committee: The Finance Committee was formed last year as a result of monitoring. Deputy Director Bob O'Brien is the staff liaison for the six member committee, chaired by Susan Werman. Bob O'Brien provides the committee with financial statements on a quarterly basis and works with the group on contracts and leases. The committee meets "as needed." Members of the committee are: Joseph Blaikie, Gus Charbonnier, Dr. Maloof, Jean Babcock and Mary Colbert.

2). Personnel Policies Committee: The Personnel Policies Committee is also new since last monitoring. Committee reports are made verbally to the full board and are recorded into the board minutes. This five member committee, chaired by Mary Sexton, reviews personnel procedures, establishes guidelines for hiring summer NYC youth and, when required, sits as a grievance committee.

3). By-Laws: The By-Laws Committee is charged with periodically reviewing the agencies by-laws to assure adherence to state and federal regulation. The committee is chaired by Joe Owens with Tom Brassil, Jim Cushman, Bill Galvin, Brian Callahan and Gerry Doherty as members.

4). Education Committee: Chaired by Mon. O'Shea, this committee works directly with the Executive Director to find positive solutions for assuring quality education to the Youth of Charlestown. Members are: Tom Jackson, Eileen Kelly, George Scales, Moe Gillen and Mary Noyes.

5). Community Affairs Committee: The Community Affairs Committee convenes around specific issues affecting the community and constituents of the board. The chairman of the group is Rev. Ernest Serino. Members are Kevin Roche, Bob McLaughlin, Bill Lynch, Ed Sweeney and Cecilia Wagner.

6). Executive Committee: Powered to act for the full board, the Executive Committee is composed of Moe Gillen, Jean Babcock, Susan Werman, Jim Cushman, Joe Owens, Mary Colbert and Ed Callahan.

7). Youth Committee: The Youth Committee is a seven member group chaired by Tom Jackson. Since September of 1977, the committee has met seven times. The purpose of the committee is to advise the Executive Director and Youth staff as to the needs of Charlestown youth and to review the progress and problems of the J.F.K. Center's youth programs.

8). Equal Opportunity Committee: Last year's monitoring notes that, the J.F.K. Center had formed an Equal Opportunity Committee in December of 1976. This committee was not mentioned in this year's monitoring. Checking with the Executive Director, this monitor was told that the committee had formed to develop an EEO policy for inclusion in the corporation's by-laws and, having completed the task, disbanded. The Executive Director indicated that, if an EEO related complaint should arise this group would be re-activated.

ABCD Representation

The only position at the J.F.K. Center for which the Board hires, is that of the Executive Director. The Board members interviewed felt that Charlestown was such a small area that if the Board became more involved with hiring it could produce conflicts between heighbors.

The procedure for hiring staff is as follows:

1. Position is advertised in daily and local papers. The Board is notified that "ads" have gone out.
2. Recruits are screened by the appropriated Department Head. If the program structure necessitates, candidates may be interviewed by "consumers" i.e., Head Start parents, etc.
3. The Executive Director will select a finalist from the three top candidates. If the situation permits, the Executive Director may delegate final selection to the Department Head.

Evaluation of Staff

Staff Directors review their staff on an annual basis to assess productivity and to determine salary increases. The Executive Director is evaluated by the Board on an on-going basis.

Evaluations are available to the Board for specific personnel matters. However, the Executive Director has the right not to release evaluations after discussion of a specific personnel matter with the Board.

Termination of Staff and Grievances

The J.F.K. Center's Personnel Policies, dated 7/77, outlines termination procedures (Voluntary/Involuntary) and Grievance Procedures. The monitor was given a copy of the Personnel Policy which is on file with the Department of Community Coordination. All procedures are clearly outlined and those interviewed, evidenced a good knowledge of the Board's involvement in the grievance process.

Since the last monitoring there has been a Voluntary Termination and the grievance process was not exercised.

Board/Staff Relations

The Board deals with the staff through the Executive Director and Department Heads. At the request of the Board, Department Heads will give progress reports to the program committee or to the full Board.

The respondents felt that the relationship between the staff and Board was good. Some aspects of the good relationship, according to those interviewed, can be traced to the Board's minimal involvement in hiring.

As for improving board/staff relations, the board has been working with the Executive Director to come up with some social functions to increase contact.

All in all, the relationship between staff and board is excellent.

Administration/Contract and Lease

Although the board understands it's responsibility regarding contracts and leases, and the corporation's by-laws outline those responsibilities, the board has charged the Executive Director to act on their behalf on contractual/lease matters.

The board does review contracts and when required, the Board President and/or Secretary will sign. During the past year, a major contract with HUD was signed to "rehab" a school building into early housing.

Administration/Fiscal

The Finance Committee receives quarterly financial statements prepared by Bob O'Brien, Deputy Director of the Kennedy Center. Audit reports are also available to the Finance Committee and to the board. Program 419's and Budgets, prepared by staff, are reviewed by appropriate committees and passed to the board for final approval. Interview respondents felt that there was a "good balance" in the boards involvement in financial matters.

Programs

Program priorities are established as follows:

1. Efforts are made to elect to the board as broad a spectrum of residents and interests as possible.
2. Programs are developed at the suggestion of board members. Programs can be dropped or revised based on performance as perceived through reports, community feed back, and recommendations from the Director.

Training

The J.F.K. Center has developed it's own training package.

Monitors Observations

As J.F.K. is a fiscally autonomous agency, the monitor questions the wisdom of once per quarter fiscal statements to the board.

J. F. K. FAMILY SERVICE CENTER

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: SHARON SPRINGER

The monitoring interview was held on January 26, 1978 at the JFK Family Service Center, 27 Winthrop Street, Charlestown, Massachusetts. Participants were the JFK Director of Social Services, and the Monitor. The program is housed on the second floor of a townhouse, and adequate space is available to the program, including private interviewing space, as well as space for group meetings.

The Kennedy Center is funded by CSA at a level of $45,685.00 to provide a wide variety of Social Services. An additional $20,425.00 is available to the program from other sources, such as the Title XX funded Family Life Education Program.

The staff working with the Social Service Program consists of: (1) the Social Service Director who is responsible for the overall operation of the program and for supervision of the caseworkers; (2) A psychological counselor who provides individual and group counseling, as well as two and one-half days per week consultation to the Head Start Program; (3) A psychological counselor who provides individual and group counseling, consultation and a play therapy program to the After School Care Program; (4) The Social Worker who provides group and individual counseling to clients and coordinates the Summer Trips Program for Head Start children and their mothers; (5) The para-professional case aide who coordinates the FLEP Program and provides counseling and individual services to residents of the

Charlestown Housing Project. There are no students working in the program this year.

PROGRAM SERVICES:

The Social Service Program at the Kennedy Center offers a complete Information and Referral Service, and short-term counseling around crisis situations and financial and home management problems. Long-term individual and family casework counseling and therapy is provided around a wide range of problems, including marital difficulties, parent-child relationsips, adolescent adjustment problems, and school adjustment problems. About twenty-four families or individuals are carried on a long-term (over six months) basis for counseling.

In addition to the ongoing counseling programs, the Center has continued to develop its group counseling program in an effort to service more people and to reach those who would not otherwise be reached. Groups that will operate this year are:

1. MOTHERS DISCUSSION GROUP - This is an open ended discussion group which meets weekly to discuss topics of interest to the mothers. The participants determine the focus of the group. It is being continued from last year at the request of the group members.

2. OUR BODIES OURSELVES - This group consists of six to ten Head Start mothers that meet weekly. The focus of the group will be on the self-concept of participants.

3. PARENT AWARENESS GROUP - Using the principles from "Parent Effectiveness Training", a group of eight parents meet once weekly to look at different techniques they can use to work more effectively with their children.

4. NUTRITION AND WEIGHT CONTROL - This group is in the planning stages and will center around weight control, nutrition and meal planning.

FAMILY LIFE EDUCATION

The Family Life Education Program, (FLEP), which is Title XX funded, provides referrals, counseling and individual services to twenty-five to thirty residents of the Charlestown Housing Project.

SEASONAL PROGRAMS

The Social Service Program distributed Christmas toys to between twenty and twenty-five families this year.

PLAY THERAPY

This year, the Social Service Program has developed a play therapy program for children who are enrolled in the Kennedy Center's after school program. Eight to ten children are seen weekly in play therapy.

OTHER PROGRAM ACTIVITIES:

The Social Service Program provides consultation to the Head Start Program two and one-half days a week and consultation to the After-School Day Care Program and to the Bunker Hill Health Center as needed.

- Staff training is accomplished by weekly individual supervisory meetings and bi-weekly casework seminars.

Staff members are encouraged to attend relevant workshops and take outside courses in specific interest areas. This year staff members participated in the "P.E.T." training offered by ABCD which is now being applied in the Parent Awareness Group and one staff member also took a course in supervision and administration.

DOCUMENTATION OF SERVICE

Services are well documented in this program. The program uses an intake form, and for counseling cases narrative summaries document ongoing contacts. In addition, an Intake Log is kept and staff members prepare weekly reports. Case records are kept in a locked file accessible to program staff only. Confidentiality is preserved.

The Social Service Program's MIS figures show that 127 new participants were seen from September through November, and the program should reach its projected service goal of 475 people this program year.

RELATIONSHIP WITH ABCD

This program has asked for no technical assistance from ABCD or any other source outside of the Kennedy Center. The Social Service Director feels that no technical assistance is needed, and the monitor feels that the program is self-sufficient. A Social Service staff member from the Kennedy Center attends Social Service meetings at Central when the topic is of specific interest to the program, for example, housing or welfare.

RELATIONSHIPS WITH OTHER AGENCIES

Individual meetings and case conferences are held at both staff and administrative levels with other agencies, such as the Bunker Hill Health Center. Two cases are carried jointly for counseling by the Health Center and the Social Service program at J.F.K. Three other cases are being handled jointly with the Judge Baker Guidance Center for children. A staff member still attends regular meetings with the Police Department on the problems created by vandalism in the community. Excellent working and referral relationships exist with all local agencies such as welfare, B.H.A., legal services, Head Start and the Bunker Hill Health Center.

ASSESSMENT

All program activities on the 419 are being carried out, and the program should have no problems reaching its projected service goals for this program year.

The Program Director feels the program has definitely expanded with the hiring of a new psychological counselor. Groupwork has diversified this year to meet new needs and implement new skills the staff has acquired in the areas of "Parent Effectiveness Training", play therapy and nutrition.

The Director speaks highly of her staff and their enthusiasm. The monitor would agree. The program is able to provide a high quality of intensive case counseling and still respond to crisis situations and immediate needs of community residents.

The overall quality of the staff is high and staff members are interested in their own professional growth and development. The support systems conducive to good programming are in place, including administrative support, ongoing in-service training and program consultation.

DEFICIENCIES:

NONE.

JOHN F. KENNEDY FAMILY SERVICE CENTER

Monitoring Summary: Monitor: Gay Stevens
Youth Development Program

INTRODUCTORY INFORMATION

The Youth Program, operating out of the JFK Family Service Center in Charlestown, has been funded by CSA for $28,850 from 9/1/77-8/31/78. In addition to CSA funds, the YDP has received $52,500 from the "Community as a School." The funding period is from July 1, 1977-June 31, 1978. In addition the Division of Drug Rehabilitation has granted the JFK Center $18,000 from July 1, 1972-June 31, 1978. The program funded by this grant serves females with drug and alcohol-related problems.

Staffing

The Youth Program in Charlestown has been in existence for 12 years and currently employs 8 staff members. They are as follows:

1 full-time Director of Children & Youth Services

1 part-time Consultant for Youth Planning

2 part-time Youth Counselors

1 full-time Drug Counselor

1 part-time group worker

1 part-time youth worker

1 full-time Teen Center Coordinator

Salaries will be supplied on request.

A total of 25 volunteers donate a total of 25-30 hours weekly depending on the type of activities which are being offered. They assist in ceramics, teen center activities, community projects, poster making projects, community affairs, and tutoring activities. Their time is documented as local share.

Recruitment

Recruitment is done by means of community newspapers, word of mouth, other agencies, schools, and posters placed throughout the community.

Everyone who has asked to participate in YDP activities has been accepted as far as space permits. In case of no available space referrals have been made to other agencies. Participants in the jobs program have been selected according to need.

ACTIVITIES IN OPERATION

1. Ceramics serves approximately 50 youths at present. More youths could be served if space and staff allowed. This activity is offered Monday-Friday from 3:00-9:00 pm. as part of the teen center curriculum as well as through the Drug Rehabilitation project for women which takes place simultaneously with discussion groups.

2. Arts and Crafts is a summer activity which operates out of the courtyard at the JFK Center. Fifteen youngsters assist the Teen Center Coordinator in implementing the program. This activity takes place on a daily basis.

3. Basketball is a team for women only and is run by the Teen Center Coordinator. Twenty young women are currently involved. They play Wednesday and Friday from 5:00-6:00 pm. There is no need to involve more youths in this activity at this time since basketball is offered through other agencies and through the Teen Center so there would be duplication of services. The activity uses the gym at Charlestown High.

4. Career Education: This program operates from 9:00-5:00 Monday-Friday at Charlestown High and at the Kennedy Center. Currently 100 youths are involved and more could be served if they

apply. The activity offers discussion groups and workshops in goal setting, career planning and skills assessment. The Community Schools Coordinator is responsible for this activity.

5. Drug Program - Young Women's Drop-In Center A full-time coordinator works on this program. It operates at the Kennedy Center from 3:00-6:00 pm on Thursdays and Fridays. It provides outreach to a targeted group of alcohol dependent youths. Twenty people are seen on a regular basis though many more are seen on an informal basis. The funding is for women only but the program is expanding to include males as there is a strong need in the community.

6. G.E.D. Screening. This program is run by the Drug Coordinator. Currently 30-40 youths are involved. It is operational on Tuesday and Thursday from 3:00-6:00 pm. at the JFK Family Life Center. It serves a population of out-of-school youths who are interested in receiving a GED or returning to school.

7. Teen Center. Currently the whole program is operated out of the JFK Center but facilities are under construction so that a center can be operated in each of the three neighborhoods in Charlestown. There is a full-time Teen Center Coordinator who operates the center on Monday-Friday from 3:00-9:00 pm. Each YDP staff member takes a turn operating

the center during the evening so that the center is covered by a qualified staff person every evening.

Available equipment includes arts and crafts supplies, ceramics supplies, and a place for rap sessions. Thirty-forty youths per week are served.

8. Intake and Referral. Four full-time staff members are involved in intake and referral on a regular basis though all staff members are capable of its delivery. Records are kept (see enclosed) as well as are MIS forms. The forms are currently being revised to be more inclusive of services. Youths are followed up by means of continued services in the agency, outreach through street work, and phone calls.

Referral agencies are as follows:

Agency		Service
Boys Club	-	recreation
Goal Program	-	social and recreational
Girls Club	-	social and recreational
Bunker Hill Health Center	-	physical and mental health
Mass. General Hospital	-	physical and mental health
Suffolk U. Legal Assistance	-	legal problems
World of Work	-	employment
YEES (ABCD)	-	employment

NEC	- employment
Dropouts Program	- education, GED, financial aide
Community Schools	- education, GED, financial aide
Bunker Hill College	- education, GED, financial aide
Scholarship Program	- education, GED, financial aide
YAC	- employment and Big Brother Program

9. Face to Face Counseling. All staff members perform this service though four are primarily involved. The Director of Youth Services is directly responsible for staff supervision.

Face to face counseling takes place in many forms. Youth counselors have a Monday night group which involves 14 youngsters. This group is an informal rap session with some information discemination.

Career Exploration sees 100 youths. They teach leadership and goal setting, and career education. The program Director who has a counseling background sees approximately 5 youths on an individual basis. The Drug Coordinator sees 13 individuals and 20 people in groups. The Teen Center Coordinator and the Group Worker handle 20 youths a piece on an informal basis.

Counseling happens anytime during operating hours at Charlestown. Some of it is formal and some is informal. A few clients are seen on a daily basis but most are seen weekly.

The needs assessment for each youth is incorporated in the Intake process. They are referred to the appropriate program within the APAC or to neighborhood agencies if intensive treatment is needed. Most counseling lasts only 8-12 times before referral is made though some have been seen from one to two years. Narrative records are kept. A progress report is kept also on each client and is made around individual desired goals.

Agencies where referrals are made or coordination is done are as follows:

Charlestown Police Dept.

APAC Departments

Community Schools

Bunker Hill Health Center

Boys Club

Girls Club

Kent Community School

Court program

parents

community members

Follow up is done by means of phone calls, continued services, and street work.

Staff training comes from many sources. Included are:

Dr. Tom Gordon	Psychiatrist consultant
Dr. Sabai	Bunker Hill Health Center
Sara Finn	Group Work Specialist

and the Youth Program Director. Inservice training is done regularly.

MIS REPORTING

MIS reports are made regularly to ABCD central -- Charlestown has no problems with MIS reports.

YOUTH COUNCIL

There are 8-10 youths in Charlestown, all involved in the Monday night group, who give input into APAC program development and functions. These youths are selected by APAC staff for leadership ability and roles in other APAC activities. The group meets every Monday night but deals with Youth Council related duties when necessary. Since the group isn't a formal Youth Council there are no by-laws. All youths involved are in the YEES In-School program.

YOUTH BOARD MEMBERS

Four youth services alumni under 21 years of age currently serve as voting members on the APAC board. There is a Youth Committee which meets only when there is a youth related issue at hand.

COMMUNITY INVOLVEMENT

Charlestown youths are active in community activities on many levels. They have sponsored and participated in poster contests, a tribute to a Community Leader Day, Blood Donation days, community services, and many volunteer jobs for the elderly.

TECHNICAL ASSISTANCE

Staff training was requested from Eric Lindeman Mental Health Center, Group Work Program, and Bunker Hill Health Center. Teen Center Alliance and Boys Club of Boston gave assistance in proposal writing. The Charlestown NEC and ABCD Central assisted in job development. ABCD Planning Dept. gave assistance in proposal writing.

PROGRAM COORDINATION

Charlestown's YDP coordinates with nearly all youth serving

agencies in the community to implement their program. They use Boys Club of Boston, Charlestown Girls Club,and Goal Program for recreation and as job sites for enrollees. The Goal Program also houses some drug group sessions. Community schools are used for education and career training. YAC, NEC, ABCD, and World of Work are used to find employment. A goal of the YDP is to make all youth services in the area an interdependent network of activities.

419

Monitor sees no substantial differences between the 419 and the actual program. The number of youths served may be different on the monitoring report but this may be because all activities in Charlestown interlock and it was a little difficult to determine which activity was which.

RESPONDENTS PERCEPTIONS

The respondents felt that the best features of the program were the flexibility of the staff to perform the many duties of the program, the ability of the staff to objectively target youths most in need of services, and the multi-service approach of the program on the department level.

The program could be improved by more space. New sites for

Teen Centers are currently being developed by staff. Another improvement which could be made is for youths to be involved in planning and implementing youth programs.

The program has improved greatly with the transition from a part-time youth staff to full-time. This has allowed for more and better supervision of staff and more and better collaboration among youth serving agencies in Charlestown.

MONITOR'S ASSESSMENT

The monitor feels that Charlestown has a strong youth program and a highly energetic staff. The Director has a counseling background and he and the staff focus strongly on the counseling aspect of the program. The Director's goal for the coming year is to link up with all agencies in Charlestown and to make them an interconnecting network. This would mean less duplication of services in the community and a better referral set-up.

Deficiencies:

None

J.F.K. FAMILY SERVICE CENTER

MONITORING REPORT:
SENIOR PROGRAM

MONITOR: NANCY DALE,
ELDER SPECIALIST

PART I - GENERAL PROGRAM DESCRIPTION

The Senior Program at the J.F.K. Family Service Center in Charlestown provides social services, recreation, and education to about 300 elderly persons living in Charlestown. The program is run in conjunction with a senior lounge at 55 Bunker Hill Street.

PART II - MONITORING METHODOLOGY

The interview was held on January 25, 1978 at the Senior Lounge at 55 Bunker Hill Street. The Director of Elderly Services was present.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. ORGANIZATION AND STAFFING

CSA FUNDED STAFF	PERCENT OF TIME
Director of the Senior Program	75%
3 Neighborhood Aides	100%

Total CSA funding for this Program is $13,135.

NON-CSA

Part-Time Secretary

Part-Time Recreation Aide

Part-Time Three Custodians

Full-Time Three Visiting Aides (CETA)

Part-Time Fifteen Homemakers

B. PARTICIPANT INFORMATION

About three hundred elderly persons participate in the Senior Program. Many are involved in multiple activities, such as beano, trips, arts and crafts and hot meals, while others utilize the center on an "as needed" basis for information, referral and special events. Participants are made up of residents from all over Charlestown, including residents in public housing.

C. PROGRAM ACTIVITIES

The Senior Program activities include information, referral, escort service, counseling, beano, trips, arts and crafts, dancing, swimming, shopping, slides, parties, movies, classes in"psychology of aging" and advocacy. The Director of Elder Services is new this year and has introduced several courses and programs. In addition, ongoing in-service training is provided to the staff. Most services and activities are run through the senior lounge at 55 Bunker Hill Street which is open Monday-Friday, from 9:00 A.M. - 5:00 P.M., although most participants attend between 10:30 A.M. and 3:00 P.M. The lounge makes about seven hundred contacts each week with about three hundred elderly persons. Outreach efforts include notices in the Charlestown Patriot, a mailing list of three hundred, telephoning and personal contact.

D. PROGRAM COORDINATION

The elder component is linked closely to other service providers in the community. They receive funds to hire nine homemakers through Senior Home Care and hot meals from Federated Dorchester Neighborhood Houses. They have access to a van through the J.F.K. Family Service Center.

E. GENERAL COMMUNITY INVOLVEMENT

Community Involvement appears to be excellent. The Director of the Elder Program is a member of a newly formed confederacy of agencies who serve the elderly in Charlestown. Community contacts include the Boston Public Library (and Charlestown Branch), Boston Parks and Recreation, Senior Home Care, the St. Francis Parish Parochial Team, the Mayor's Advisory Council, Bunker Hill Community College, Charlestown Community Center, the Baptist Church, St. Mary's Parish, Bunker Hill Health Center, the Community School and the V.N.A.

The program has just been notified that it will receive an Administrator on Aging Title III grant from the City Commission on Affairs of the Elderly for just over $8,000.00.

F. INTERVIEWEE"S PERCEPTIONS

The J.F.K. Family Service Center Senior Program appears to be very well run and effective at providing stimulating activities and social services to the elderly of Charlestown. Not only has the program built up strong linkages with other agencies such as Senior Home Care and Federated Dorchester, but it continues to

seek out new sources of funding (i.e., AoA Title III grant) and community supports (i.e., the newly formed consortium of agencies serving the elderly). The new director has initiated a number of educational programs such as "Psychology of Aging" and the development of a "Making Democracy Work" course which is designed to raise awareness of the rights and responsibilities of community living. In addition, health and nutrition is stressed through a weight clinic, health screening and low-cal cooking classes. Personal advocacy appears to be a strong focus of the staff, which is well-informed, effective and continually trained by the director.

RECOMMENDATION:

To change the following MIS figures:

64 Recreational and Group Activities from 200 to 350.

62 Group Nutritional Activities from 300 to 100.

68 Homemaker Services from 100 to 15.

Deficiencies:

None

MONITORING SUMMARY REPORTS

COLUMBIA POINT

APRIL, 1978

Program	Pages
Administration & Community Involvement	76-81
Social Services	82-87
School Age & Adult Education	88-93
Youth Development Program	94-101
Senior Opportunities	102-107

COLUMBIA POINT

NEIGHBORHOOD SERVICE CENTER

Monitoring Summary:
Administration & Community Involvement

Monitors: Angel Dominguez
Robert Sloan

Overview:

The Columbia Point Neighborhood Service Center, located at 34 Montpellier Road, Dorchester, in the Columbia Point Housing Project, is a centrally managed program under the policy governance of the ABCD Board of Directors. Administratively, the Center is part of the Division of Community Services of ABCD, operating through the Department of Community Coordination, with day-to-day operational responsibility delegated to a center director. Program staff at the Center receive professional guidance, training and technical assistance from the Center director and from relevant program departments at ABCD Central.

Briefly, the Columbia Point Neighborhood Service Center was established after a vote of the ABCD Board of Directors, on 9/28/77, to assume central responsibility for the CSA-sponsored services in the Columbia Point section of Boston because of irregularities in previous operations.

During the fiscal year 1977-78, the Columbia Point Neighborhood Service Center will receive a total of $163,639 in CSA funds to operate programs in the areas of: school age education, adult education, family services, youth development and senior opportunities.

The agency also received $6,000 from the Dorchester Federation of Neighborhood Houses to operate a summer tutorial program. In-kind contributions totaling $109,000 in the form of space were received from the Boston Housing Authority. The agency has also received additional In-Kind contributions from the Columbia Point Security Program in the form of transportation and staff time.

The fact that the Service Center is centrally managed, necessitates an adaptation of the usual monitoring format. The methodology that was used included on-site visits and interviewing of the Acting Center Director, members of the Advisory Committee and program staff. The monitoring reports are a summation of this information, and are organized as follows: one report dealing with central management and community involvement; and an individual report on separate areas of program operation, i.e., education, youth development and senior opportunities.

Management:

Two Monitoring Sessions were held to complete the Administration questionnaire for the Columbia Point APAC. The first took place on January 12, 1978, and the second on January 26, 1978. The initial interview was held with Mr. Oscar Bright, the outgoing Acting Director of the APAC, and the second one with Mr. William Hodges, the newly appointed ABCD Liaison. Both interviews involved Mrs. Dorothy Saunders, Assistant Director of the agency.

STAFFING

The APAC's CSA budget provides for 13 full-time and 3 part-time positions. As of the date of the interview, there were 5 positions vacant. Of the 11 individuals currently employed, only 6 have been with the agency for more than a year, which suggests a serious attrition problem. Furthermore, the former Director left the agency during the beginning of November, 1977, two months after the start of the 1977-78 Fiscal Year. An Acting Director was in charge until January, 1978, until the current ABCD Liaison was appointed, just a couple of weeks before this interview.

Despite staff attrition, and several changes of Directors, the agency has remained, administratively and programmatically, operational.

Both the outgoing Acting Executive Director and the new ABCD Liaison stated that general staff meetings take place regularly and component heads are required to submit written reports to the Director.

COMMUNITY INVOLVEMENT

The agency participates and is represented in a number of organizations; namely, the Columbia Point Interagency Group, the Dorchester United Neighborhoods Association, the Columbia Point Task Force, the Health Association, and the Columbia Point Security Program.

A locally elected Advisory group, representative of the population of the Columbia Point Housing Project and the local agencies serving that community, makes recommendations on hiring and agency policy, subject to the approval of ABCD.

FINANCES, PROPERTY CONTROL, AND REPORTING

There is a system in place for computing and reporting Local Share. The Assistant Director (formerly the Administrative Assistant) keeps records of Local Share Reports sent to ABCD and correspondence with the Boston Housing Authority which is the major source of Local Share. The Assistant Director oversees property control. Supervisors are required to submit and update lists of the property they are responsible for.

Monthly budget reports are examined by the Executive Director and the Assistant Director to ascertain whether or not actual ex-

penditures are consistent with the budgets. According to the ABCD Liaison, these monthly budget reports are also used for planning purposes.

MANAGEMENT INFORMATION SYSTEM (MIS)

An analysis of the MIS report for the first quarter of the 1977-1978 program year shows the agency seriously lagging behind the projected service figures, particulary the School Age Education and Adult Education components. The only program unit that shows good progress in fulfilling its projected goals is the Youth Development component. As mentioned before, the agency was understaffed and in transition of Directors during the first three months of the program year which accounts for the low level of program activities and services.

The newly appointed ABCD Liaison hopes to fill all vacancies shortly and to be able to approximate or fulfill the projected service figures.

MIS forms are initially filled out by the program components and submitted to the Office Assistant who acts as a MIS clerk. Once checked and organized, the MIS forms are submitted to the ABCD Planning and Program Development Department.

ACCOMPLISHMENTS/DIFFICULTIES

The former Acting Director, who was in that position for a few months, stated that he thought his major accomplishment was keeping the agency "going". On the question of how ABCD could be more helpful, he responded that more clearly defined procedure for getting signature approvals and expediting staff hiring procedures would help.

Staff attrition, coupled with the problem of staff positions

not being filled for some time (e.g., Education Supervisor and Social Services Supervisor), and the transition of Directors, were cited as the major difficulties encountered.

COMMENTS AND RECOMMENDATIONS

In the Monitors' opinion, the former Acting Executive Director and the newly appointed ABCD Liasison inherited a difficult situation and have done a good job in dealing with the problems. What makes this Monitoring process difficult is that the interviews were held in the midst of a change of Directors and that the interim Director was on the job for just a couple of months. It would be unfair, therefore, to expect the new ABCD Liaison to have detailed knowledge of everything that is going on administratively and programmatically.

Based on the interviews, it is the opinion of the Monitors that both Acting Director and ABCD Liaison have addressed the problems with the replacement of staff, and that it is reasonable to expect substantial progress during the next few months.

The Monitors are recommending that a follow-up interview be scheduled within the next three months to ascertain the status of the administration and to allow sufficient time for the new ABCD Liaison to deal with the problems of services, personnel, and the Advisory Board.

DEFICIENCES:

None.

COLUMBIA POINT : NSC

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: HOLLY SIMONS

The monitoring interview was held January 26, 1978 at the Columbia Point NSC with the Family Service Supervisor, Outreach Worker, Director, ABCD Affirmative Action Officer (formerly Interim Director), Assistant Director and the ABCD Monitor, participating.

STAFFING:

The program has been without adequate staffing for much of the program year. The Family Services Coordinator left the program in mid-September. The Community Worker and the Community Worker - Driver left the end of December. The Community Worker assigned to the Thrift Shop has been on the staff throughout the year. Also, the agency's Executive Director left in October; there was an Interim Director until late December, when a new Director was hired. The new Family Service Coordinator began on January 17, 1978. The Community Worker and Community Worker - Driver slots have both been advertised.

These staff changes brought the program to almost a complete stand still. Some services were provided by the Community Worker and by a stipend-worker from the Youth Department. The program's two CSC volunteers are both utilized by the Thrift Shop and were not available to assist with this program.

PROGRAM ACTIVITIES:

It is intended for the program to continue with the activities outlined in the 419 as listed below: Also, the Family Services Coordinator plans to do a needs assessment in order to plan for future program activities.

INFORMATION AND REFERRAL - Identifying client needs and connecting client with resources. Advance telephone contact is made with agency to which client is being referred.

FOLLOW-UP - Contacting client and agency to which referred to see if needed service has been obtained.

ESCORT/TRANSLATION - Provided to enable Spanish-speaking residents to obtain necessary services whenever a language barrier might hamper this.

ADVOCACY - Representing clients need to other agencies; working on the client's behalf around welfare and/or housing problems; teaching people how to advocate for themselves.

COUNSELING - includes both crisis counseling and long-term cases. Long-term cases are closed when client moves out of Columbia Point.

SPECIAL SUPPORTIVE SERVICES - Facilitation of client participation in programs to which they have been referred. Although the 419 specifies Spanish Supportive Services, this service will be provided to all clients.

THRIFT SHOP - Assistance with distribution of clothing to community residents.

The 419 activities such as providing a bus driver and contacting funding sources should for clarity be separated from service activities.

PROGRAM OPERATION:

The Family Service Coordinator supervises the social service program. Meetings of family service staff and agency staff are planned. Program staff will be involved in writing next year's 419. The Family Service Coordinator has attended a social service training session at ABCD and plans to attend along with the Community Worker in the future.

All program activities are run out of 34 Montpelier Road; and the Thrift Shop will be moving to that location shortly. There are desks, telephones and interviewing space available for workers. Records are kept in a locked file. Presently, the program is without adequate record-keeping forms; these are to be developed in the near future.

All ethnic groups participate in the program; the criteria for service is income and community residence. Clients are referred through advance telephone contact or with an escort. While follow-up has not been done regularly in the past, the Family Service Coordinator feels it is important for follow-up to be done in the future.

NUMBERS SERVED:

Due to the lack of staff the numbers reported to date are extremely low. While it can be expected that MIS numbers will rise with increased staffing, it is unrealistic to expect the program to meet the original service estimate.

RELATIONSHIP WITH OTHER COMMUNITY AGENCIES AND THE COMMUNITY:

The program has a good working relationship with the Columbia Point Health Center Senior Center, B.H.A., the local Welfare office, and the Thrift Shop. Staff have participated in case conferences with Health Center staff and have developed a good referral mechanism with the Health Center, Teen Center, Alcoholism Program, B.H.A.,and Welfare. Staff participate in the Inter-Agency Council meetings. The Family Service Coordinator is planning to familiarize herself with community resources as a first priority.

RELATIONSHIP WITH ABCD CENTRAL:

The Coordinator has attended one social service meeting at ABCD. The Coordinator will be meeting with ABCD Social Service staff to discuss the program. ABCD provided technical assistance in screening resumes for the Coordinator position. Technical assistance will be provided specifically in developing the 419 and structuring the counseling component.

ASSESSMENT:

The program is both in a better position and in a worse position as compared with last year. While the program is still short of staff, it seems that, once it is fully staffed, the program will be in a stronger position and will have more potential for providing services.

MONITOR'S COMMENT:

The program appears to be successfully emerging from a difficult period. The hiring of an experienced worker as Family Service Coordinator

is a significant step forward. While it may be difficult for the program to catch up with service estimates, much improvement in the program can be expected in the coming year. Further, the monitor recommends: 1) this Social Service component develop a more adequate intake and case record system; 2) that the Spanish Supportive Services as presently listed on the 419 be changed to Special Supportive Services; and 3) that client follow-up procedures be strengthened and formalized.

DEFICIENCIES:

1. Not all of the activities listed in the 419 are program activities. The 419 should be divided into direct and non-direct activities.
2. Staff vacancy (Community Worker slot).

COLUMBIA POINT NSC

Monitoring Summary:
Adult Education
School Age Education

Monitor: Melissa Tillman

The Columbia Point NSC, 34 Montpellier Road, Dorchester, was visited by Melissa Tillman (monitor) on January 19, 1978. The Assistant Education Supervisor was the sole interviewee as there is presently no one employed in the Education Supervisor's position.

The report for these programs will be presented in a different format as there was no School Age or Adult Education Program operating during the program quarter being monitored (September - December).

Background

The previous Education Supervisor had been with the program a number of years and developed a constituency for the educational services offered by the agency. Upon her leaving mid-summer of 1977, the Assistant Education Supervisor was to assume the role of Acting Education Supervisor until that time when someone could be officially designated as Education Supervisor. The Supervisor left in August; and while recommending that her assistant be given the position of Education Supervisor, she failed to train her adequately to assume such responsibilities and left few records of the previous year's program operation.

The agency, too, was undergoing administrative difficulty at the time and provided little or no guidance to the Acting Coordinator. The summer program was able to maintain itself but the full year program slated to begin September, 1978 is yet to start. An accounting of the Acting Supervisor's attempts at operationalizing the programs and some of the reasons that did not occur follow.

School Age Program

Door-to-door contact in November and December was made in an attempt to recruit children into the School Age Program. Previously the program was housed at the McCormack School and enlisted the aid of Boston Public School teachers from it and other local schools to refer children needing help. In an attempt to use the same resources available to the program before, the Acting Supervisor contacted the McCormack School to renew the relationship. She found that there was a new principal who knew nothing of the earlier arrangement and was unwilling to continue it until sanction was given by the Boston Public School Committee. As follow-up a letter was sent to the president of the School Committee asking permission to operate the program; there has been no response to date. A Mr. Sullivan at Madison Park High was said also to have responsibility for making such arrangements, numerous telephone calls were made to him; no contact to date.

The agency Education Department had become known as the group assisting children with daily transportation boarding. In September the Acting Supervisor continued the practice of helping children board the proper buses and providing follow-up with the Boston Public School system when the buses did not arrive. Presently the transportation problems seem to have abated and this service is no longer being provided.

Assessment of why the School Age Program is yet to begin:

1. Little or no administrative support and guidance by agency personnel.

2. Acting Education Supervisor not trained in effecting the system established (e.g., recruitment, spacial development, etc.).
3. Acting Education Supervisor needs training and guidance in recruitment and outreach techniques.

Adult Education Program

In November the Acting Education Supervisor recruited fifteen women to participate in the Adult Education Program. They attended the first meeting once she arranged for babysitting; they met from 9:30 to 11:30 a.m. Shortly thereafter the same women were enlisted in the WIN program; without babysitting and stipends they were reluctant to come. They expressed other reasons to her for not wanting to attend, e.g., the need to be home when children arrived from school, fear of the elevators, being too old to learn, etc.

Assessment of why the Adult Education Program is yet to begin:

1. Little or no administrative support and guidance.
2. Acting Director needs training and guidance in outreach and recruitment techniques.
3. Acting Director needs supervision in program planning and implementation.

Planned Operations

The Acting Education Supervisor plans to do the following by February 6, 1978, to begin the program:

School Age Education:

1. Recruit children through school referrals and community outreach.
2. Establish the homework program for ten children (3rd to 6th grade).
3. Establish the tutorial program, M-W-F, 2:30-4:30 p.m., (math and English). Two (2) high school students are ready to help provide tutorial services; 10 children.
4. Recruit tutors from local university.
5. Provide counseling, advocacy and follow-up to ten Columbia Point residents.
6. To participate in educational meetings as appropriate.

Adult Education

The Family Services Department at the agency plans to begin a women's group; through that mechansim the Acting Education Supervisor hopes to establish an ESL and basic skills group and a GED study group.

Perceptions

The Acting Education Supervisor is well intentioned, enthusiastic and willing; however, the goals she has set for herself appear unrealistic as:

--her role is unclear and the necessary authority for implementation appears lacking.

--her ability to operationalize such programs is not apparent and without proper supervision and training will perhaps not become reality.

--she has not demonstrated the necessary initiative, motivation or creativity to be successful in her efforts.

The programs need: 1) a complete reappraisal as to their appropriateness in regard to community needs; 2) good planning, development and implementation procedures; 3) sufficient and adequate space, materials and supplies; 4) different and better outreach techniques; 5) strong leadership with appropriate educational/human service background; and 6) attention and support by the Columbia Point administration.

Deficiencies:

1. The programs both School Age and Adult Education are not operational.
2. Appropriate staff needs to be recruited and hired.
3. No plan for the development and implementation inclusive of time frames and goals have been established.

COLUMBIA POINT NSC

Monitoring Summary:
Youth Development Program

Monitor: Gay Stevens

BASIC INFORMATION (Staffing & Recruitment)

The Youth Development Program at Columbia Point is funded for a 12 month period (9/1/77-8/31/78). The total program is funded with CSA money which totals $31,161 annually.

Presently, there are two full-time staff members, a youth coordinator and an assistant youth coordinator. There are also three part-time stipend trainees who are being trained in social services, education and administration for possible full time job placement.

Recruitment for program activities is done on a first come, first serve basis. Attempts have been made to serve all residents who apply as far as the budget allows. Residents are informed of activities by means of flyers, word of mouth, board members, referrals from other agencies and newsletters.

ACTIVITIES IN OPERATION

1) Spanish Recruitment - This activity serves 100 youths in Columbia Point. This figure constitutes a large percentage of the Spanish population at Columbia Point. One of the stipend trainees, who is Hispanic, assists the Youth Coordinator in the implementation of the program. It operates out of the Center at 34 Montpelier Road, Monday through Friday, from 9:00 to 5:00 p.m.

2) Job Placement - Thirty-three youths are involved in this activity. All who apply are served as far as job openings permit. The purpose of the program is to do job development and placement with private industry and to locate training programs throughout the city. Job placement operates Monday through Friday from 9:00-5:00 at the agency.

Two activities at Columbia Point are not funded by CSA but are used on a regular basis by Youth Development Program participants. These are the Teen Center and Career Exposure programs.

3) Teen Center - Forty to fifty youths are served each day at the Teen Center which offers many recreational activities, field trips and parties. It is located at 15 Brandon Avenue and is open from 6:00 p.m. - 10:00 p.m. every night except Sunday.

4) The Career Exposure Program operates from 15 Brandon Avenue, also. It is open from 3:00 p.m. - 6:00 p.m. Monday through Friday. Five youths from the YDP are currently being served. Efforts are made through this program to place participants into job training programs.

5) Intake & Referral - Both YDP staff persons are responsible for Intake and Referral. They do follow-up by means of phone calls, home visits, and on the job follow-up visits. Records are kept of all contacts made by way of MIS forms and special Intake-Referral forms, samples of which the monitor observed. Referrals have been made to the following agencies:

AGENCY	REASON	NO. REFERRED/MONTH
Office for Children	Children Advocacy	3-5
Teen Center	Recreation	all youth in prog.
YAC	Recreation & Job Placement	7
Col. Pt. Health Ctr.	Physicals	all youth in prog.
New England Med. Ctr.	Physical & Emotional Care	2-5
Solomon Carter Fuller Mental Health Center	Emotional Care	2
Boston Legal Assistance	Legal Assistance	3
Private Lawyers	Legal Assistance	3
Youth Advocacy Board	Legal Assistance	3
Dept. of Labor	Job Training Program	1
YAC	Placement Training Programs	2
NEC	Placement Training Programs	2
Private Sector	Placement	2
Career Exposure Program	Jobs & Training	5
Community Schools	Educational Assistance	2
Welfare Department	Jobs	

6) Face to Face Counseling - No formal therapeutic counseling is done. The YDP staff, however, does offer health, education, and job counseling. Most youths who participate in the program are seen on an informal basis at the agency and at the Teen Center. Families are not formally involved in counseling though many are involved informally. Job counseling and referral is one of the program's strongest components. The YDP has contacts at Career Exposure, Dept. of Labor, and YDP.

7) Recreation - Twenty-six youths are currently participating in basketball, the only recreational activity at Columbia Point. The Youth Coordinator is in charge of this activity which is housed temporarily at 325 Mt. Vernon Street, McCormick School. The activity takes place on Monday and Wednesday from 7:00 p.m. - 9:30 p.m. It is expected that the recreation program will be returned to the recreation building by early spring when repairs are made on the boilers there.

MIS REPORTING

The monitor saw the MIS reports and they seemed to be in better order than when reporting was done last year. They have all been filed and are filled out weekly by YDP staff members.

YOUTH COUNCIL

Though Columbia Point has no youth council, they have been reporting it on MIS. The reason for this reporting is because twenty-five youths have inquired about it. The staff of the YDP showed interest in reorganizing a council and placing some of the members on the Advisory Board of Directors. Several Columbia Point youths attended the Boston Youth Leadership Coalition and have shown strong leadership roles in activities at the Point. These youths will be used for the Youth Council and perhaps on the advisory body.

YDP NEIGHBORHOOD PARTICIPATION

In the past, members of the YDP have participated in all activities at Columbia Point. Included are Summerthing, Parks and Recreation, the Teen Center, Boston Youth Leadership Coalition, and Youth Week at U. Mass.

TECHNICAL ASSISTANCE

The YDP staff has requested technical assistance in staff training, proposal writing, fundraising and job development. One of their primary requests is to be able to attend conferences and training sessions in program development and implementation and in counseling. The staff said that they know there are youths at Columbia Point who are in need of counseling but who are hesitant about being referred to counseling. The need for assistance in both of these areas is strong.

AGENCIES DONATING TECHNICAL ASSISTANCE

AGENCY	TYPE OF ASSISTANCE	
ABCD	419 and Proposal Writing	Jan. & ongoing
D.O.L.	Program Information	Oct. & ongoing
Career Exposure	Training for Youth	Ongoing
Dept. of Welfare	Jobs for young adolescents	Ongoing
Roxbury Community College	G.E.D. and Higher Education	Ongoing

Greater Boston Legal Assistance program offered unsolicited technical assistance by way of giving legal assistance to adolescents.

PROGRAM COORDINATION

The YDP staff has coordinated with all service agencies at Columbia Point in the delivery of the CSA Youth Program. They have used the Career Exposure Program and ABCD for job placement and training; Parks and Recreation and the Security program for job placement; youth advocates program for legal assistance; U. Mass field house for recreation and community organization; and the Columbia Point Health Center for medical referrals and social services.

419 ADHERENCE

There were two differences between the 419 and the actual program. The Youth Council was written up as part of the 419 and it is not actually in existence.

Under the recreation in the 419, tennis, swimming and softball were specified as activities. In reality basketball is the only recreational activity at Columbia Point. The recreation building is currently under repair so there should be an increase in activities with its completion.

POSITIVE AND NEGATIVE PROGRAM FEATURES

The YDP staff feels that one of the best features of the program is that both staff members have lived at Columbia Point and know all of the families there. They have close contact with all residents and a good rapport with all adolescents at the Point.

Respondents feel that the program has improved overall since last year, and that there are many fewer problems. Specifically the filing system has improved and communications are better between the YDP and other youth programs throughout the city. The Spanish recruitment program has expanded considerably over the past year and has grown to include most Spanish speaking youths at Columbia Point.

MONITOR'S PERCEPTIONS

1. Staff members could be doing more work. They could use more direction and increased program development assistance. Also, better utilization of time is needed.

DEFICIENCIES:

1. The actual program does not comply with the 419 which was written for this funding period.
2. The number of activities and services for youth is both insufficient and inadequate given the fact that there are two full-time youth staff operating the YDP.
3. The amount of interest in a youth council among youths should have influenced the staff to begin to re-organize such an activity.

COLUMBIA POINT NSC

Monitoring Summary:
Senior Opportunities

Monitors: Virginia Robinson
Nancy Dale

DATE OF INTERVIEW: January 5, 1978

PLACE: Columbia Point Senior Program
176 Monticello Street, Dorchester

PRESENT: Senior Advisor
Board Member (Part of Interview)

PART I - PROGRAM DESCRIPTION

The CSA funded elderly program of the Columbia Point Center operates on a budget of $11,304. Staff includes a Senior Advisor, full time, Senior Aide, one quarter time and four volunteers. The intention of the program, according to staff, is to make life bearable for seniors living in the housing project by meeting their needs in any area. The program provides primarily information and referral, counseling and advocacy both for individuals, by intercession with agencies, and for groups, by planning meetings with seniors and appropriate agency personnel around issues of concern to seniors.

PART II - MONITORING METHODOLOGY

The interview took place at 176 Monticello Street in the Senior Center with the Senior Advisor and, during the part of the interview, an ABCD Elder Board Committee member. The meeting took place in a relaxed atmosphere, with monitors apparently perceived as friends, and the Senior Advisor doing her best to explain the program

PART III - MONITORING FINDINGS AND ASSESSMENT

A. Organization and Staffing

The CSA funded staff is one full-time Senior Advisor and a half-time Senior Aide. The Elder Service Corps Volunteer spends eighteen hours per week, overseeing hot lunch program and substituting for Senior Advisor in her absence. One resident volunteer comes in for four hours per week and helps handle food orders, hot lunches and some program. Another resident volunteer who comes in for twenty-four hours per week oversees the Bingo and Flea Market and helps with other tasks. Security Person (paid by BHA) - thirty hours per week provides security, delivers food and gives escort service. Also working a total of 17½ hours per week in the agency are three persons from the Christopher Intergenerational Project -- these three are, however, not reported. These volunteers each provide two or three services among which are home assistance, personal services, security, coordination of flea market and bingo, food delivery, escort, food preparation, hair care and arts and crafts.

The Senior Advisor spends her time primarily in information and referral, counseling and advocacy. The Senior Aide's major task is food preparation.

C. Program Activities

At the senior center, staff is always available for telephone and drop in consultation 8:00 A.M. - 4:00 P.M., Monday through Friday. Seniors come in to pick up food daily. Special planned programs include arts and crafts twice a week - 10:00 A.M. - 12:30 A.M. (usually attended by four or five persons) Bingo once a week; a social once a month; planning meeting once a month; flea market once a month; and beauty shop twice a month.

Among the services provided by the Senior Program are accepting mail for delivery to residents and for mailing, providing escort service, keeping keys for all persons in building, check cashing, paying rent, diabetic checking and blood pressures, and home delivery of lunches.

The major focus of the Senior Program is the information and referral and counseling and follow-up which is done both in the center and in the residences and by phone. Included in the counseling is crisis intervention. A certain amount of time is also devoted to meeting with groups on community problems.

D. Program Coordination

There are no other programs for elders in the Columbia Point area. However, two seniors assist at the local Day Day Care Center and limited services of Columbia Point Health Center are utilized.

The program takes advantage of services offered by the Boston Commission on Affairs of Elderly, Boston Recreation Department, Boston Department of Cultural Affairs, Salvation Army and dinners and parties offered by local churches.

E. General Community Involvement

Staff participates in Mayor's Advisory Council, Home Care Corp. - Area III, Workers with Elders and Legislative Council of Older Americans. Coordination of services, especially with Home Care Corp. is greatly facilitated by the Board membership.

F. Interviewee's Perceptions

Because those elders who were able to leave have left Columbia Point, and because the population remaining is aging, the elders (and few handicapped younger people living in the two elder buildings at Columbia Point) are people who are less able to care for themselves and more in need of day to day care and attention then in most other senior programs. With the cuts in the health center and in the Home Care budget during the past year, there is more need for personal services in the homes, and less opportunity for group activities in the center.

The senior advisor reports that students who once came to the center to provide services are now afraid to come. Some of the health related programs she would like to offer are therefore more difficult to provide. VISTA volunteers and Visiting Aides also refuse to come to Columbia Point.

A strong point of this program appears to be the advocacy role played by the staff in helping seniors to get together with

appropriate officials in overcoming problems.

The program is in touch with all 82 residents and we were impressed with the strong relationship the senior advisior has developed with residents who have so few sources of support in their lives.

Because of attrition in number of residents, the 419 attendance numbers do not reflect actual numbers. The monitor recommends that Columbia Point re-look and revise service projections.

DEFICIENCIES:

None.

MONITORING SUMMARY REPORTS

DORCHESTER

APRIL, 1978

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DORCHESTER APAC

Monitoring Summary
Administration

Monitors: Eileen McDonough

OVERVIEW:

The monitoring of Administration for the Dorchester APAC was held on Thursday, January 5th, 1978 in the APAC office, 450 Washington Street, Dorchester. The Deputy Director was interviewed and was extremely cooperative in describing the activities of the APAC.

A. Description of the APAC

Funding

The APAC is a fiscally non-autonomous agency which currently receives $196,040, in CSA versatile funds, as well as $25,000 Local Share to conduct the administration of the APAC as well as many social service programs including: adult and school age education, housing, senior opportunities youth and economic development. Other programs which are operated through a combination of ABCD funds and local share are:

Neighborhood Employment Center (NEC)	$9,620
Headstart	$491,118

The following programs administered by the APAC receive funds from sources outside ABCD:

Program Area	Source	Amount
Day Care	Department of Public Welfare	$60,000

The APAC has successfully secured funding for a vital and necessary housing program. The Department of Community Affairs and the U.S. Department of Housing and Urban Development are jointly funding a program of tenant assistance and rehabilitation for $1,000,000, at the APAC.

The APAC has generated a total of $50,000 in "in-kind"/Local Share contributions which assist in operation of CSA related programs. The sources of this local match are Commonwealth Service Corps, Holland School, Murphy Community School, Lee Community School, Senior Aides from the City of Boston, Charles Drew Health Center and Neponset Health Center, among others.

B. Personnel

The APAC staff is comprised of 70 full-time 4 part-time, 10 Volunteer and 0 work study employees. Of the total number there are 11 full-time, and 2 part-time staff members employed in CSA funded programs. At the time of monitoring, there were two CSA positions unfilled-one full-time and one part-time. However, the slots are to be filled in the near future.

The racial composition of the CSA funded staff is as follows: white-three full-time and one part-time; black-seven full-time and one part-time; hispanic-one full-time. Eleven CSA funded employees are residents of Dorchester and the staff has been stable with no personnel changes since 9/1/77 and no staff placed under disciplinary action.

The APAC uses the ABCD Personnel Policies Manual and proceedures. There have been no changes in personnel policy methods since last year. The APAC is satisfied that the personnel proceedures are compatible with efficient management, but questions the ABCD compensation schedule.

The APAC holds weekly staff meetings in order to provide continual staff supervision. The staff also submit weekly written reports to further strengthen the close communication/supervision emphasis.

C. Linkages with Other Agencies

The APAC is well represented on Neighborhood and City Agencies and Councils including: Dorchester United Neighborhood Association, Dorchester Inter-Agency Association, Mayor's Advisory Council on Senior Citizen's, Holland School Community Council, Lena Park Council, Boudin Street Health Center Board, Neponset Health Center, Murphy Health Center Board and Ronan Homestead Association, among others.

D. Fiscal Activities

The five-member Executive Committee has oversight responsibility of the APAC budget in cooperation with the Board Treasurer. This Committee receives the monthly financial statement and meets monthly prior to the APAC Board Meeting. They submit their findings to the full Board for discussion and approval.

The administrative assistant has the responsibility for filing the annual financial status report with the Secretary of the State and this was filed following Board approval on September 16, 1977.

The Dorchester APAC has met and filed its local share commitment for 1977 with the ABCD Budget Department. Property control is accomplished by the Assistant Director using the ABCD system.

E. Planning and Refunding

All staff are involved in the preparation of the 419's and 325's. The supervisory and program staff cooperatively prepare the 419's and 325's for the program year and submit them to the Executive Director and the Assistant Director for review. These forms are then submitted to the Executive Committee for review and approval. This Committee reports their findings and refers the forms to the full APAC Board for final approval. Program and budget changes during the year follow the same proceedure.

F. MIS

The responsibility for reporting MIS figures rests with each program component Director. The MIS are forwarded to the Clerk Coder, who tabulates the information and sends it on to ABCD Central. The APAC is meeting all revised MIS projections except in Social Services, where the work has been hampered because of unfilled positions. These are to be filled immediately and these figures will be brought up soon.

G. Administration/Board Relationship

The primary responsibilities of the APAC Board are to set policies and goals for the APAC, to oversee the fiscal and management operations of the APAC, to inform the community of APAC activities and programs, and to develop indigenous leadership.

The major responsibilities of the Director to the Board are to keep the Board abreast of developments in the APAC this enables the Board members to work with APAC staff in programs.

The Director feels that the Board does an excellent job in guiding the work of the APAC.

H. Administration/ABCD Relationship

The Director and Staff of the APAC work well and closely with ABCD Central. The Director finds the assistance from the Planning and Program Development Department especially helpful and feels that an increase in staff in that Department and in the Legal Aide Staff would be beneficial to the smooth operation of the APAC.

I. APAC Accomplsihments/Difficulties

The major accomplishments of the APAC this year have been in housing, food, and health: (1) The APAc secured a $1 million grant for rehabilitation of housing and rental assistance in Dorchester; (2) The APAC has begun a bread program which gives surplus bread to 750 poor families; (3) Due to constant APAC staff technical assistance the Codman Square Health Center received accreditation this year.

The Director perceives the major difficulty in administering APAC programs to be restrained funding level from CSA. Because of this, the staff can't receive raises unless a badly needed staff member leaves. This demoralizes the staff and reduces program effectiveness.

Monitors Comments

The Dorchester APAC is a well-administered agency which meets the needs of low-income Dorchester residents with vigorous and innovative programs.

Deficiencies:

None.

D O R C H E S T E R A P A C

Monitoring Summary
Community Involvement

Monitor: David Curtis

Monitoring of Dorchester APAC's Board of Directors took place at the agency's office at 450 Washington Street, on January 10, 1978. Representing the APAC were Deputy Director, David O'Neil Board Secretary, Nyca Bowen and Board member C.Vincent Haynes. Olivia Haskins, the newly elected Board president, was scheduled to attend but was unable to be at the interview.

Board Structure

Article Four of the Dorchester APAC By-Laws is devoted to Board structure, composition and membership requirements. The By-Laws call for a board of no less than twenty-four, nor greater than, thirty-two directors. As of monitoring the board stood at twenty-five elected members with three appointees, two of whom represent Headstart. The board has an option to increase it's appointed membership up to seven seats, but none of the respondents indicated intentions to do so.

Since September of 1977, the board has met five times with meetings held on the first Tuesday of the month. Minutes of the previous board meeting are mailed to directors are all also distributed at the board meeting. (By-Laws call for at least six regularly scheduled meetings on the first Tuesday of February, March, April, October, Novmeber and December)

Elections

Dorchester's most recent elections were held on September 21, 1977 at thirteen polling sites throughout the community. Candidate requirements and income "mix" of directors corresponded to those outlined in Dorchester's By-laws Article IV, Section 2A thru 2c. Verification of candidate information was based on scrutiny of candidate information sheets by the Election committee chaired by out going board president, Steven Best. There were two thousand, one hundred

and seventy-eight votes cast and ten new board members elected. A full election report prepared by David O'Neill, is on file with ABCD's Department of Community Coordination.

While the respondents felt that the 1977 election went well, they discussed the possibility of a different format for next year's election i.e., some sort of neighborhood or town meeting to be followed by an election.

Committees of the Board:

As Dorchester's Board had undergone an election two months prior to the monitoring, committee membership had not been determined as of monitoring. The respondents assured the monitor that committee functions could be carried on by the old membership. The monitor was provided with a sample of a committee preference form which was to be collected from new board members. Article VI of the Dorchester By-Laws lists eight (8) standing committees and outlines the purposes of Special Purpose or Ad Hoc Committees. Further, Article VI, Section 2 states that the majority of committee members are to be individuals designated "low-income" pursuant to Article VI, Section 2a.

Executive Committee

Section 4, Article VI of the Dorchester by-laws outline the mandate of the Executive Committee and it's membership, This seven member committee meets between regularly scheduled board meetings and reports its actions to the board for ratification.

Personnel Committee

Section 7, Article VI outlines the tasks of the Personnel Committee. While the by-laws call for at least five members, the committee stood at eleven members as of monitoring, with two representatives of the Headstart Parent Policy Council included.

Administrative/Budget/Program Planning Committee

Article VI, section five and six, indicate that there had been two separate committees; Administrative and Program Planning, but as of monitoring, the respondents indicated that these committees will have over-lapping membership.

Education Committee

The Education Committee is an Ad-Hoc group which at time of monitoring, had not been filled.

Housing Committee

The Housing Committee is charged with overseeing the Dorchester APAC's 705 and 707 Housing grants. As of monitoring, the committee had not been appointed.

Elderly Committee

The Elderly Committee is... another Ad-Hoc committee which as of monitoring had not been re-appointed. The previous elderly committee had five members and it's once per month meetings were well attended.

Finance Committee

Not formed as of monitoring. This committee receives and reviews monthly budget statements, both those prepared by ABCD and those prepared by the APAC staff, (Sample of latter for 12/77 on file with Community Coordination).

Article VI section three states that, "All committees shall keep regular minutes of their proceedings and report the same to the council when required. "Respondents to the Community Involvement monitoring indicated that committees reported verbally to the board.

ABCD Representation

The Annual meeting of the Dorchester APAC saw Ed Carpenter, Pat Cook and John O'Reardon elected by the board as representative to the ABCD board. They provide verbal reports of ABCD board's activity to the Dorchester board.

Functions and Responsibilities of APAC Board hiring

Applicants for employment are recruited thru advertisements in weekly and daily newspapers and thru the ABCD job bulletins. Applicants are screened by the appropriate department head with the remaining candidates forwarded to the Personnel Committee. The decision to hire is made by the committee and Director.

Although the boardis informed of in-house upgrades and transfers, there is no committee involvement in these processes.

Evaluation of Staff

The Dorchester APAC follows ABCDs procedures on staff evaluation; at the annual increment date or at times of upgrading. Evaluations are prepared by department heads and these documents are made available to the Personnel Committee. If a situation should require; a staff termination or grievance for example, evaluation reports can be made available to the board.

The Executive Director is evaluated on an annual basis by the Personnel Committee.

Termination of Staff

The Dorchester APAC follows the termination procedure as outlined in the ABCD Personnel Manual.

During the past year there had been one voluntary termination.

Board/Staff relations

Monitoring respondents felt that the board and staff had a cohesive and productive relationship. The positive relationship was traced to board training provided by H. and M. Smith associates and to the fact that the board received clear, "jargon" free materials from the staff. Training was in 1976.

Administration/Contract and Leases

Article XIV of the Dorchester APAC's By-Laws outline the procedures for entering into contracts or leases. The respondents were familiar with this article and appeared to understand the process.

According to those interviewed, there had been no contracts or leases signed during the past year.

Administration/Fiscal

The board receives a monthly financial statement prepared by the APAC administration. This locally prepared statement is a synopsis of the monthly statements provided by ABCD. Deputy Director O'Neill indicated that he'd like to use the ABCD computer printout to a greater degree but sometimes these centrally prepared documents run three months behind. Further, the appropriate program committee reviews all proposed programs with particular attention paid to fiscal matters. Once a program is underway, the appropriate committee recieves monthly progress reports which reflect, among other aspects, the fiscal affairs of the program.

Programs/Refunding

Budgets and 419's are prepared by staff and department heads, then forwarded to committee(s) for review. After committee, budgets and 419's go to the full board for review prior to submission to ABCD.

Training

In June of 1976, H. and H. Smith Associates were retained to do board training. The new board hasn't received training.

Overall Community Involvement

Members of the Dorchester board are involved with a number of other community agencies. A partial list follows:

MBTA Advisory Committee
Welfare Advisory Committee
Neighborhood 766 committee
YAC Advisory Group
Ronan Park Associates
Franklin Hill Youth Program

Deficiencies:

1) Article VI, section 3 indicates that regular minutes of committee meetings should be kept and made available to the board "when needed".

2) All Committees should be staffed and convened as soon as possible.

Observation

The Dorchester Board was newly elected in the Fall of 1977. Board officers and members should receive training as soon as possible.

DORCHESTER APAC

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: HOLLY SIMONS

MONITORING INTERVIEW

The monitoring interview was held on January 24, 1978 at Dorchester APAC, 450 Washington Street, Dorchester. Participants were the Deputy Director, and the ABCD Monitor.

DESCRIPTION OF PROGRAM ACTIVITIES

INFORMATION - Providing information about a resource or service, and interpreting to the client how the resource can meet his/her needs.

REFERRAL - Connecting a person with a needed resource or service.

FOLLOW-UP - Contacting a person after a referral has been made to see if the person has obtained the necessary service.

PERSONAL ESCORT - When there is a reason (a language barrier, for example) that a person cannot connect with a service on his/her own, then personal escort service to the needed resource is provided.

ADVOCACY - Working to obtain the best possible services for clients and to promote agency and institutional policies in the best interest of clients. Advocacy is done around health, welfare, housing, legal, and other problems.

COUNSELING - Short-term, informal counseling around a particular problem or crisis, no long-term casework.

TRANSLATION - Offered to non-English speaking clients when necessary.

SPECIAL PROGRAMS:

HEATING BILL ASSISTANCE

TOYS FOR TOTS - Distribution of toys to more than two hundred children.

DISTRIBUTION OF CHRISTMAS AND THANKSGIVING BASKETS

GLOBE SANTA APPLICATIONS

OTHER ACTIVITIES

COORDINATION WITH OTHER APAC PROGRAMS - The Social Service staff members work closely with other APAC programs such as Head Start, and the NEC in an effort to provide a total service plan.

OUTREACH - Outreach for Social Services is accomplished by:

word of mouth

community newspapers, radio and television

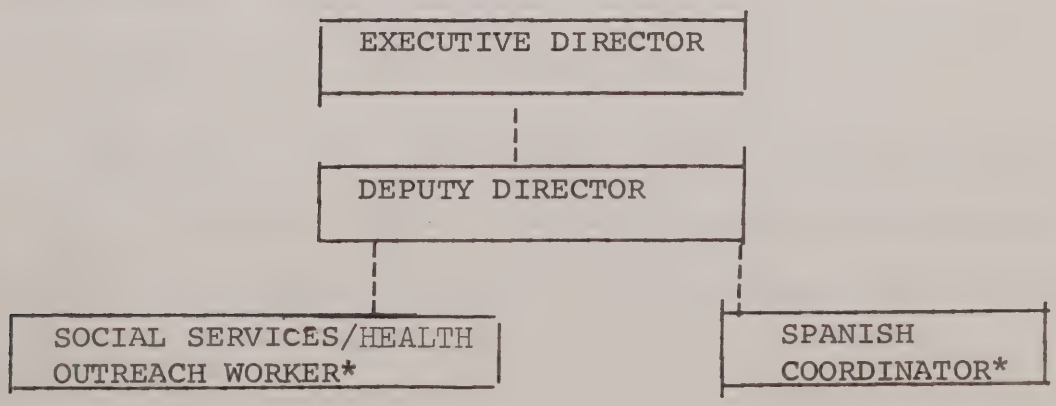
other APAC programs and APAC Board

a well-designed brochure which is distributed in the community

The total CSA funding for the Social Services Component is 33,344.

STAFFING:

The staffing of the Social Service Program at Dorchester APAC is as follows:



Currently, the program is without social service staff. The Deputy Director has been serving as an interim Social Service Coordinator. The Social Services and Health Coordinator was reassigned to the Youth Department and that slot has changed to Social Service and Health Worker which is still open. The Spanish Coordinator resigned; and the position has not been filled. The program responded to the lack of the bilingual worker by utilizing Spanish-speaking workers from other APAC components.

The Deputy Director, on an interim basis, supervises the Social Service Program; weekly staff meetings are planned and staff will submit weekly reports. Weekly APAC staff meetings are held. Provision will be made for staff to attend training sessions offered by ABCD and other agencies. There is an exchange of information among programs. The APAC has managed to keep some of its activities going through a group effort; several of the APAC workers have had social service experience. In addition, the program utilizes two volunteers and Board members.

PROGRAM OPERATION:

All program activities operate out of the 450 Washington Street office. Workers have private interviewing space, individual telephones and desks, and the use of a locked filing cabinet for their records. The record-keeping forms used in the past are no longer used, new forms are being developed. Confidentiality is preserved through limited access to the locked files, and by discussions with staff concerning this issue.

Anyone requesting service is eligible and all ethnic groups in the community are served. Referrals are made by advance contact with someone at the agency, and personal escort when necessary. Follow-up calls are made when necessary, usually clients report back on their own.

NUMBERS SERVED:

According to the MIS projection, 500 people are to be served in this program year. Numbers served are currently very low due to the lack of staff. It is anticipated that they will pick up when the program is fully staffed.

RELATIONSHIPS WITH OTHER COMMUNITY AGENCIES

The APAC has a good relationship with other Social Service Agencies. Coordination exists between the APAC and hospitals, community health centers, the local Welfare Office, courts and churches, FDNH, the South End Spanish Program, private groups such as Lend-a-Hand Society and the Fragment Society, all local community schools, Lena Park, the Charles Drew Family Life Center, St. Vincent de Paul Society.

RELATIONSHIPS WITH ABCD CENTRAL

The Deputy Director reports a good working relationship with ABCD Social Service staff. APAC staff have in the past attended ABCD Social Service training.

It was reported that ABCD Staff always respond to calls for technical assistance and were helpful in revising the 419. Technical assistance has also been received from the Welfare Department.

ASSESSMENT:

So far in this year, the Social Services Program has been operating without staff. It is anticipated that with the hiring of the Spanish Coordinator and the hiring of a full-time Social Service/Health worker, the program will soon be able to function at its normal capacity.

The Deputy Director cites a scarcity of resources in the community, for example, in obtaining Emergency Food. He feels that many resources utilized in the past no longer exist, while need is increasing.

RECOMMENDATIONS:

The monitor recommends that a more adequate intake, referral and case record system be developed for the Social Service Component.

DEFICIENCIES:

1. Staff vacancies (Spanish Coordinator, Outreach Worker)
2. 419 does not reflect changes in staff; the narrative lists two full-time workers, one part-time worker.
3. Lack of job descriptions.

DORCHESTER APAC

Monitoring Summary:
School Age Education

Monitor: Melissa Tillman

I. General Program Description

The Dorchester APAC School Age Education Program receives no direct funding for its operation; as the APAC feels it to be a program of such import, it offers tutoring services to sixteen youngsters through creative utilization of staff from other sources. Its goals are the provision of tutorial services in the areas of reading, writing and math, and work with local schools and parents.

II. Methodology

The interview was held in the office of the Deputy Director David O'Neil, 450 Washington Street on January 19, 1978. Attending were Mr. D. O'Neil; Mr. R. Nichols, Education Director; and Melissa Tillman, monitor. The session was pleasant, relaxed and informational.

III. Monitoring Assessment

A. Staffing

The Dorchester School Age Program is operated with the following staff assistance: Education Director (33% time), a Site Coordinator (25% time), and four Y.T.Y. youngsters as the program's tutors. There are no volunteers at the present time; prior to the assignment of Y.T.Y. workers, there were two college volunteers working ten hours a week as tutors.

B. Participants

Presently sixteen youngsters ranging from grades I through IX participate in the program. They are selected using the following criteria: individualized needs and an assessment by the program as to whether or not they have the capability to respond effectively to them; geographic area ; enrollment at grade levels served by the program ,and entrance on a first-come-first-served basis.

Three of the enrollees are Spanish-speaking, no bilingual instruction is offered; three of the children enrolled are Chapter 766 participants in the Boston Public Schools.

C. Program

Activities provided the youngsters include reading, comprehension, vocabulary, spelling, and math. The Claybourne House on Claybourne Street, Dorchester, houses the program; formal sessions are held on Monday through Friday, from 3-5 p.m.

The program is supervised daily by the Site Coordinator who also performs informal counseling duties as needed to the tutees. He is also responsible for setting up and making sure the facility is available and readied for the sessions as the physical plant is a multi-purpose facility. The Education Director is responsible for overall staff supervision, contact with parents and liaison between the program and the Bos-

ton Public Schools. He makes observational visits to the classrooms at least three times a week to: communicate pertinent information relayed by the Boston Public School teachers regarding the progress of the tutees; provide individual consultation; give tutors assistance with classroom management techniques and tutee behavior.

Staff training is accomplished through orientation sessions by the Education Director and informal staff meetings; as the Y.T.Y. workers have tutored in other programs, more formalized training is not felt to be necessary.

While the School Age Education Program staff does not work with parent organizations per se, much is done by the Education Director individually with parents of the tutees.

Together, along with the children's teachers, the communication flow is strongly maintained in order that the best possible programming for children can occur. Parents write or speak to teachers approving the transmittal of information and reports that will help the program work more effectively with the students.

The Education Director maintains constant and good rapport with the Marshal School and the Boston Public School teachers of the program's students.

Materials, equipment, supplies, books and curriculum are adequate. Testing is used as a barometer of student achieve-

ment; formalized testing (pre, post, interim)is not utilized.

D. Program Coordination and Community Involvement

Outreach to the Dorchester community apprising it of the program's availability is performed through: the distribution of flyers to agencies, local businesses in the Codman Square area, the local schools; telephone contact; mailing of the APAC brochure and by word-of-mouth.

Community resources, e.g., Bridge, Cooper Community Center and the APAC Orientation Center, are used as referral sources, providers of information and consultation. The ABCD Program Planning and Development Department has provided assistance with proposal development, and Youth Affairs Department, ABCD, has supplied the tutors.

E. Perceptions

The program could be of greatest service to the community if more monies would be allocated to the program for staff and a more adequate physical plant. Program operation appears to be good. Suggestions in regard to improvement would be that a better system of record keeping be instituted in order that valuable program information and data remains although a key staff person may move on to other employment opportunities.

Deficiencies:

1. The 419 needs to be revised to reflect change in the School Age Program goals and emphasis.
2. The staffing pattern needs to be revised to reflect current staff allocation and assignment.

DORCHESTER APAC

Monitoring Summary:
Adult Education

Monitor: Melissa Tillman

I. General Program Description

The Adult Education Program, Dorchester APAC, operates with funding of $16,120 from CSA; no other sources of funding are presently allocated to the program. The program aims to enable educationally deprived adults to learn basic skills to increase their employment opportunities and break the poverty cycle while enriching the lives of their families and themselves.

II. Methodology

The monitoring interview was held on January 19, 1978, in the office of the Dorchester APAC Department Director, 450 Washington Street. Attending were Mr. D. O'Neil, Department Director; Mr. R. Nichols, Education Director; and Melissa Tillman, monitor. The session was relaxed and congenial.

III. Monitoring Assessment

A. Organization and Staffing

Staff for the program consists of the Education Director (75% time) and two certified Adult Education Instructors who are employed six hours a week. There are no volunteers in the program.

The Education Director provides staff supervision and training, program administration; performs referral and intake, counseling and advocacy duties. The teachers prepare participating adults in GED instruction and basic education;

counseling is also provided by them to students as needed.

Supervision by the Education Director of the instructors is provided through orientation activities; meetings twice weekly in regard to programming, classroom management and teaching techniques; classroom observation and teacher reports.

Training is felt to be unnecessary as the instructors are certified in the teaching of adult education.

B. Participants

There are twenty students enrolled in the GED program; four in the Basic Skills Program which has been integrated into the APAC's tutoring program; fifty persons, each have been served in the Education, Vocation and School Counseling Program, and the Referral and Intake Component.

C. Program

GED classes are held from 6-9 p.m. on Tuesdays and Thursdays at U. MASS, Boston, Harbor Campus. The cycle model has been dropped and participants are worked with until they are GED exam ready. The Education Director and the instructors are the staff persons responsible for the program; each instructor has two subject areas as their teaching assignment and use the Arco High School equivalency GED test book along with outside and personal resources and materials.

The Basic Skills Program which has been integrated into the tutorial program is held Monday through Friday at the Claybourne House from 3-5 p.m. Participants move through the

program based upon their individual capability and achievement; upon individual readiness they are incorporated into the GED program. The Education Director assumes responsibility for this aspect of the program.

The Tutorial Remedial Reading Program referred to in the 1977-78 program proposal (419) has been amalgamated into the Basic Skills Program.

The Education, Vocation and School Counseling Program is located at the 450 Washington Street site (APAC) and provides service to persons telephoning, walking in, and those referred by other social service agencies and the departments within the agency (APAC). The Referral and Intake component also operates within the APAC facility and is the responsiblity of the Education Director.

None of the programs (GED, Basic Skills) serve bilingual persons and bilingual instruction is not available.

Records are kept on class attendance, referrals and test results for the GED and Basic Skills Programs. Program entrance criteria is simply that one be seventeen years of age and without a high school diploma and that the pretest given indicates that the program can meet the needs of the potential enrollee.

Educational needs of enrollees are determined by pre-testing, teacher observation and personal interviews. Testing during the program is informal and used to determine student

progress and achievement.

Counseling is offered by the Education Director primarily; teachers provide informal counseling as needed.

D. Program Coordination and Community Involvement

The University of Massachusetts, Boston, has helped the program secure the use of the facility and classrooms for GED instruction and provided parking passes for instructors; the Orientation Center has assisted them in the development of the adult pre-test. Proposal development assistance was obtained from the Program Planning and Development Department, ABCD.

Outreach to the community is performed through the dissemination of flyers and brochures, contact with social service agencies and word of mouth.

Referrals are made to housing, elderly, day care, colleges, other appropriate GED programs in order that participants may utilize unknown resources to help them in the attainment of their goals.

E. Perceptions

The program enjoys a dedicated and trained staff, small class sizes, sufficient materials and a good location and environment. More staff and increased funding would afford program improvement and expansion as the demand for service is greater than the program's ability to respond.

The projections on the MIS forms in regard to the numbers of adults to be served in the GED and Basic Skills Programs

are both high and unrealistic as most adults in the programs require extended periods of training to satisfy learning needs for success at passing the GED exam; therefore, fewer participants than projected should be engaged in the program. In addition, a better record system needs to be instituted so that data on past participants can be easily retrieved.

Deficiencies:

1. The 419 needs to be revised to reflect present staffing patterns and program cycles.

DORCHESTER APAC

Monitoring Summary:
Housing

Monitor: Cathy Gagnet

The Dorchester housing program was monitored on January 25, at the APAC. The Deputy Director and the Housing Specialist were present.

The Housing program operated by the Dorchester APAC offers a variety of services to the residents of the Dorchester community, including: housing referrals and rental placements; landlord-tenant negotiations and liaison; homeownership counseling; assistance with applications to the Boston Housing Authority and to other subsidized developments; and 24 hour housing emergency crisis intervention.

The program is operated on the basis of 80% of the housing specialist's time, together with the time of 5 volunteers who work 15 hours each.

Clients are informed about the program in a variety of ways: through interface and referral from other APAC programs; through APAC Board members; by word of mouth within the Dorchester Community; through a brochure which describes APAC activities; and through articles which run in the Dorchester Community newspapers (mainly the Dorchester Argus-Citizen and the Dorchester Community News).

Clients are screened for service in cases of housing placement only. Otherwise, all applicants for services are accepted.

The Housing Specialist has established contacts with landlords and realtors by virtue of her long standing experience in the Dorchester community. She is therefore able to negotiate between tenants and landlords, in cases of differences, and has also been able in some cases to arrange for new tenants to pay security deposits in installments to land-

lords. This is a valuable service to low-income tenants for whom the payment of two months rent at the outset of a rental agreement could prove to be prohibitive.

Relationships have been formed with other community and city agencies which provide housing services. Referrals are made to the Boston Housing Authority, The Dorchester Little City Hall, The Boston Housing Court, Boston Legal Assistance Project, and The Department of Public Utilities for appropriate services.

The Housing Specialist has been instrumental in the organization of several working neighborhood committees, including We Can (a group which was instrumental in obtaining a rehabilitation loan for Dorchester); Area Cooperation Team (ACT), a neighborhood improvement group; Roman Park, which was instrumental in bringing The Homesteading Program to Dorchester; and the Spencer St. Group, which has impact on environmental issues concerning the neighborhood. These groups meet regularly, often in the APAC's Claybourne House, and the APAC provides printing and mailing services to the group when needed.

The Housing Specialist has established a rapport with residents of the Dorchester community, and she is therefore an effective resource. The availability of the APAC's housing services is known, and the program is utilized by the community.

The Dorchester APAC Board has an active Housing committee, made up of APAC Board members. They are cognizant of housing problems in the community, and they set policy for the housing program. They are involved in community housing issues outside the APAC's program as well.

The APAC documented MIS reporting figures to this monitor. The housing program MIS figures have already surpassed predicted service figures.

Monitor's Comments

The Dorchester Housing Program is a good one, providing much-needed housing services in the community. The documented MIS figures support the fact that the program is known in the neighborhood, and is utilized by its residents.

Deficiencies:

None.

DORCHESTER APAC

Monitoring Summary:
Youth Development Program

Monitors: Gay Stevens
Claudia Boldman

GENERAL INFORMATION (funding, staff, recruitment)

The Dorchester Youth Development Program (YDP) receives a total of $21,109 for a twelve month period (9/1/77-8/31/78). It does not receive any other funds for the operation of the program. In operation for some 10 years, the Youth Program currently has 2 full time staff people. They are the Youth Director and the Youth Center Director. In addition to these staff people, four volunteers work approximately 15 hours/week or 60 hours collectively for the program. They perform different duties in the arts and crafts and recreation activities. One volunteer also acts as a court liaison. All volunteer time is documented as local share.

Community residents are informed of program activities by means of brochures, community circulars, word of mouth, the APAC Board of Directors, and interface activity between the YDP and the Dorchester NEC and Head-start. Everyone in the community who has requested to participate in activities has been accepted.

PROGRAM ACTIVITIES

All activities conducted as part of the Youth Development Program have been operated out of 110 Harvard Avenue for several years. In October, 1977, the APAC moved its YDP from this location to 110 Claybourne Street. The new facility serves both as a youth center and a senior citizen center.

three times. Though the goal is to involve twelve youths, five are currently active. Eventually 2-3 from each of the neighborhoods in Dorchester will be represented on the council. Youths are responsible for the selection of members and have arranged a ski trip through Y.E.S. as a get acquainted venture. The Youth Director has drawn up a set of by-laws which are waiting approval of the youth council. Duties of the council will be to do personal goal setting and program selection pertinent to the interests of youths in the area.

6) Teen Lounge Thirty youths per day are served by this activity. It operates from 3:00-6:00pm Monday-Friday. With additional staff or possible flexi-hours it may be able to operate some evenings as well. Equipment available in the lounge includes games, art supplies, tumbling and karate equipment and a pool table. With help from the fund raising of the youth council it is hoped that a stereo and television will be purchased. The lounge is supervised at all times by the Youth Coordinator or the Teen Center Director.

7) Intake & Referral Both YDP staff members perform these services. Records of each contact are kept by means of MIS forms. Follow-up is done on all youths by means of phone calls, home visits, and by means of the urban court.

REFERRAL AGENCIES

AGENCY	SERVICE	NUMBER SERVED/MO.
YMCA	recreation	5

AGENCY	SERVICE	NUMBER SERVED/MO.
YWCA	recreation	5
Dorchester House	rec. & physical fitness	2
Lena Park	recreation	2
Carney Hospital	medical attention	all YDP participants
Mattapan State Hospital	inpatient during alcohol treatment	1
Dorchester House		all YDP participants
Little House		"
Bowdoin St. Clinic		"
Charles Drew Fam. Life Ctr.		"
Dorchester Court	jobs & legal asst.	10/mo.
Legal Assistance Program	jobs	2
NEC	training and Job Corps	2
YAC	jobs and recreation	2
private industry	jobs	2
Community schools	education	5/mo.
Black Achievers	job orientation & education	2

Statistics of youths served are kept by way of MIS forms and in special cases ongoing files are kept of youths. These files were observed.

8) Face to Face Counseling No formal counseling is done at Dorchester. Advice regarding health, job, and occasionally personal problems is given. No records are kept to document this counseling except for MIS.

MIS REPORTING

MIS reports were seen for the YDP. The Youth Coordinator said that all contacts made are documented. Reports are made each week to send to Central, but the final MIS reports don't reflect the number of people actually served. The monitor feels that Central office may in some cases be behind in reporting these stacistics so that MIS numbers might be incorrect for a given month. The respondents also said that they occasionally have trouble obtaining blank forms.

YOUTH INVOLVEMENT ON APAC BOARD

Presently there is no youth representation on the board. There was one voting youth until recently, however, and another is being recruited. When the Youth Council is complete another will be selected from this body. The board does have a youth committee which meets when decisions regarding youth need to be made. There is good communication and rapport between the staff and the youth committee, the main duty of which is to make recommendations to the board regarding youth programs.

YOUTH INVOLVEMENT IN COMMUNITY

YDP staff and enrollees have participated in numerous neighborhood activities including Toys for Tots, a Christmas venture to get presents for children in the neighborhood, and Summerthing activities.

TECHNICAL ASSISTANCE

Technical assistance was requested and received from:

ABCD's Youth Affairs Division	proposal writing (YCCIP)	Fall, 1977
Youth Activities Commission	recreational and job site resources	ongoing
Teen Center Alliance	advice on youth programs	ongoing

In addition, the APAC needs technical assistance from ABCD in proposal writing, fundraising, program planning, and staff and enrollee training.

PROGRAM COORDINATION

Dorchester's YDP works on a regular basis with a number of agencies to deliver services to youth. They work with ABCD's YEES program to do job placement, counseling, and staff training. The Dorchester NEC provides the program with job placement and counseling. YAC and Lena Park are both prime resources in coordinating recreational programs.

419 COMPLIANCE

At the time of the writing of the 419, the Teen Center was located at 110 Harvard Street. Now it is run at 110 Claybourne Street. The hours are now 3:00-6:00 pm instead of 9:00am-10:00pm. The 419 reported counseling and the respondents agreed that no actual counseling occurs. The counseling could be incorporated into the information and refer-

ral section. Under recreation there is no longer a girls basketball league nor is sewing offered as an activity.

Under the job placement program, the 419 specified that 20 youths would be placed in non-profit agencies and businesses. The respondents did not indicate that this activity is operating. The staff section of the 419 indicates one full time staff person. There are now two. The number of volunteers has changed from eight to four. The youth staff used to be at 450 Washington Street and 110 Harvard Street. They now operate out of 450 Washington Street and 110 Claybourne Street.

The monitors recommend that these and any other anticipated changes be reflected in both the current 419 and the upcoming program year's 419.

PERCEPTIONS OF RESPONDENTS

The respondents feel that the new Youth Director is aware of the needs of the community and its youth. She has worked at the APAC for a number of years and has knowledge of all APAC operations. The acquisition of two full time staff members in the YDP has significantly improved the program. Their full time status has allowed them to be more fully involved in program development and operation.

The respondents feel the program could be improved by hiring ad-

ditional staff or by allowing staff to have flexi-hours. Flexible staffing hours could provide youths with activities that operate at night, during the days, and on weekends. They also stated that there should be more "community education" about the APAC programs. The Youth Affairs Division staff also needs to have a better understanding of Dorchester's boundaries and various target areas. This is necessary in order to make more precise enrollee placement in the ABCD's In-School Program.

MONITOR'S OBSERVATIONS

The youth program seems to be operating smoothly since the additional full-time staff member has been added. There are more activities and more manpower to improve current ones. The moving of the Youth Program from 110 Harvard St. to 110 Claybourne St. was a positive one. Not only is 110 Claybourne St. more secure thereby cutting the vandalism rate, but it is more accessible to youths of all ethnic backgrounds in the Dorchester community. In addition, since there is no face to face counseling, the monitor recommends that this category be deleted from the 419 and incorporated into information and referral.

Program Deficiencies:

1. Face to face counseling as described on the 419 does not exist.

DORCHESTER APAC

Monitoring Summary:
Consumer Affairs

Monitor: Muriel Knight

The Dorchester Consumer Services Program was monitored on Thursday, January 12, 1977. Present for the monitoring interview were the Deputy Director and Housing Specialist.

The Housing Specialist, who is also the Director of Consumer Affairs, spends 20% of her time on consumer problems. She is assisted by a volunteer, Americo Lelly, who donates about 10 hours a week to the program.

Dorchester's Consumer Services' program has been in operation for the past six years and its funding source is CSA.

CONSUMER ACTION PROGRAM:

Referrals for consumer services come from within the Dorchester meetings, community meetings, newspaper articles in the local paper and word of mouth. Everyone who applies for consumer services is assisted. This year, the Consumer Affairs Specialist reported that more outreach was done for fuel assistance and the bakery distribution program.

The Housing Specialist reports that she spends about 25 hours a week on consumer problems.

FINANCIAL COUNSELING

Some financial counseling is done on a one-to-one basis for about 2 hours a week at 450 Washington Street.

TECHNICAL ASSISTANCE

Because of increased activity in the Fuel Assistance Program and the distribution of day-old bakery supplies, the Housing Specialist asked ABCD for extra help in processing applications.

An applicant was referred from the Personnel Dept. of ABCD and she is now on staff. Other staff members working on the Fuel Assistance and bakery-goods distribution programs included Caroline Korman and Jerry Runci.

BEST FEATURES

More individuals in the community are being assisted because of the Fuel Assistance Program and the distribution of day-old bakery goods. Because of increased activity, Consumer Services can no longer be considered a quarter-time program.

PROGRAM DEFICIENCIES:

1. I mentioned discrepancies in MIS figures and the Deputy Director gave me an updated list of figures which I have enclosed.

DORCHESTER APAC

MONITORING SUMMARY:
SENIOR OPPORTUNITIES PROGRAM

MONITORS: NANCY DALE
VIRGINIA ROBINSON

DATE OF INTERVIEW: January 4, 1978
PLACE: DORCHESTER APAC
PRESENT: DEPUTY DIRECTOR
SENIOR ADVISOR

PART I - PROGRAM DESCRIPTION

The CSA funded elderly program at the Dorchester APAC operates on a budget of $12,377 with one full-time staff person and eight volunteers, six of whom receive salaries and stipends from non-CSA services. The goal of the project is to reach isolated elders (who are also usually the poor elderly) in the Dorchester area and assure that they lead fairly normal lives by showing them what assistance is available to them and helping them to get it.

The main services offered are information and referral and follow-up, counseling, socialization and linkages with other health and social agencies.

Although there is a substantial amount of service offered, staff believe that the number of elders is rising and that they do not have enough staff to reach all of those in need.

The Senior Opportunities Program is a social service program, providing information and referral and socialization with some advocacy and community organization, which is apparently doing exactly what it purports to do.

PART II - MONITORING METHODOLOGY

The Elder Specialists met with the Deputy Director and the Senior Advisor at the Dorchester APAC on Wednesday morning, January 4, 1978 from 9:30 A.M. - 11:30 A.M. The interview was relaxed and informative and was followed by a tour of the senior lounge at 110 Claybourne Street.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. Organization and Staffing

CSA Funded Staff

Position	Salary
Senior Advisor	$9,420.00

The Senior Advisor is the only CSA funded staff in the Senior Opportunities Program. She is supervised by the Deputy Director and she supervises seven volunteers and is responsible for the program.

Volunteers:

Source of Funding	Number of Volunteers	Hours/Week
CETA	5	20 Hours Each Week
Senior Aide (Through City Hall)	1	30 Hours Each Week
None	2	30 Hours

B. Participant Information

Elderly persons from all parts of Dorchester are served at the program, with particular attention paid to isolated elderly who do not have family, friends or other supports in the community.

C. Program Activities

1. One-to-one direct services include:

Counseling - personal and financial

Information, referral and follow-up

Advocacy

Home Visits

Escort and Companionship

Crisis Intervention

The program appears to be very strong in this area, considering the limited staff and the large numbers of elderly living in the target area. The senior advisor stressed the need for follow-up when making referrals and showed a sensitivity for the personal as well as well as financial aspects of counseling.

2. Group Activities

Senior Club and lounge, recreational activities such as bingo, arts and crafts, slide shows, parties, group excursions, educational programs, including workshops on geriatric alcoholism, drug abuse and first aid.

The senior club appears to be successful and open to any elder person who wishes to join. Club members meet at the senior lounge on Thursday afternoons for meetings and activities. Other classes such as arts and crafts are held at the lounge on other weekday afternoons and seniors often participate in these classes.

D. Program Coordination

Within the APAC, staff and programs interface very well. There appears to be excellent communication and cross-referral between programs. In addition, the senior advisor appears to have an excellent rapport with the community -- the little city halls, other social service agencies, hospitals and health centers.

E. General Community Involvement

The senior advisor relates to a large number of agencies, boards and groups including: Dorchester House, Senior House, the Mattapan, Franklin Field and Field's Corner Little City Halls, the Holland, Murphy, Graver, and Lee Community Schools, Bowdoin Street, Neponset and the Charles Drew Health Centers, Carney Hospital, St. Matthew's Church and DUNA (Dorchester United Neighborhood Association).

The Senior Advisor is a board member of the Senior Home Care Board, Holland Community School, Mayor's Advisory Committee, Title XX Board Regional Committee and Dorchester Interagency Council. The Intake Worker is on the Triple A Board (Area Administration on Aging Sub Committee).

F. Interviewers Perceptions

Overall, the program appears to offer elderly persons in Dorchester excellent information and referral and counseling services. In addition, the staff appear to provide thorough individual service such as escort, companionship, home visiting, advocacy and financial counseling, despite the short staff. The

senior club, which is open to all seniors, plans and organizes activities with assistance from the staff, providing viable opportunities for seniors to be involved in planning and programming.

The senior advisor works closely with other APAC staff and there appears to be excellent communication between various APAC program. She also is heavily involved in other neighborhood service agencies. Besides supervising the Thursday afternoon senior program and her staff, and participating in a nmber of related service boards and committees, she spends the largest part of her time working on a one-to-one basis with clients.

I recommend that MIS categories 62 and 63, be combined , eliminating category 63 "drop-in center", since there is little use of the 110 Claybourne Street facility as a drop-in center.

DEFICIENCIES:

None

MONITORING SUMMARY REPORTS

EAST BOSTON

APRIL, 1978

Program	Pages
Administration	160-166
Community Involvement	167-173
Social Services	174-179
School Age Education	180-184
Adult Education	185-189
Youth Development Program	190-205
Senior Opportunities	206-210

EAST BOSTON APAC

Monitoring Summary:
Administration

Monitors: Anthony Pagliuca
Frank Lucibella

I. General Program Description:

The East Boston Area Planning Action Council (APAC) is a non-profit agency whose mandate is to serve the poor in that community. Using a mix of federal and private finds and local in-kind contributions, it attempts to identify the problems of the East Boston poor and assist in their resolution.

II. Monitoring Methodology:

On Thursday, January 26, 1978, the monitoring of the Administration Component of the East Boston APAC was conducted at the APAC, 21 Meridian Street, East Boston. The Executive Director and Deputy Director were present at the session. At times, back up documentation or further information was requested by the monitors. This was supplied by the staff member working in that program or function. The general climate was cooperative.

III. Monitoring Findings and Assessment:

A.1. Organization:

The organizational chart provided to the monitors shows that authority flows from the APAC Board of Directors to the Executive Director and then to the Deputy Director. The Deputy Director, in addition to his role as Director of the School Age and Adult Education programs, also oversees the work of the CETA/ESL teacher and counselor, the neighborhood workers, the youth program and the elderly coordinator. The Executive Director, in addition to the general administrative responsibility of the APAC, also oversees the East

Boston Head Start program, funded by H.E.W./ABCD.

A.2. Staffing:

The APAC currently has seven (7) full-time and three (3) part-time employees.

Also on staff at the APAC are one(1) work study student, and 31 volunteers. The volunteers are distributed among the following programs:

Great Expectations.....5
Camping.....1
Elderly.....10
Tutoring.....15

Four (4) full time and three (3) part time staff are residents of the target area. Since 9/1/77 only one person has left the APAC, voluntarily. Six (6) full time and one (1) part time C.S.A. budgeted staff have worked more than one year, and one (1) full time and two (2) part time staff have worked less than one year.

A.3. Personnel practices and procedures:

Staff supervision was said to be accomplished by "case conferences as warranted, and staff meetings as needed." M.I.S. and intake forms, reviewed by the Deputy Director, were listed as another means of staff supervision. No grievances are pending.

Job descriptions are said to be reflect actual staff duties, but are unavailable to recent revisions made responsive to the recommendations of the Peat, Marwick, Mitchell study. In the case of emergency, all staff are expected to assist in the problem.

A.4. Consultants:

No consultants have been used since September 1.

A.5. APAC personnel policies manual:

APAC personnel policies, with the exception of the grievance

procedure, have recently been revised and will be forwarded to the A.B.C.D. Personnel Office. The revised grievance procedures will be filed with the A.B.C.D. Personnel Office as they are completed.

III. B. Planning and Refunding:

The APAC program staff have the basic responsibility for initiating the preparation of the agency's 419's and 325's. Staff review prior year's plans, compare them to actual program operation and prepare draft 419's. After approval of the Executive Director, 419's are presented to the appropriate program committee for review and revision, if necessary. Final drafts are then presented to the full Board of Directors for approval.

The Executive Committee also functions as the Board Finance Committee and as such also oversees the budget, reviews expenditures and approves all 325's. Budgetary discussions are initiated with the APAC Board Treasurer.

B.1. Additional Funding:

The APAC sought funds from six (6) additional grants, i.e.: CETA-Title VI, $68,067; Y.C.C.I.P., $60,560; Commonwealth of Massachusetts, $10,000; and the Weber Foundation (for day camp), $1,000. All were denied. One grant is still pending: C.D.B.G. (City of Boston) $14,265. East Boston CDC awarded the APAC $7,300.

B.2. In-kind contributions received by the APAC:

Commonwealth of Massachusetts	$7200	2 elderly staff
City of Boston (Library)	5000	Space for Elderly lounge
City of Boston	2400	1 Senior Advisor
C.D.C.	400	Holiday food baskets
Catholic Charitable Bureau	300	Toys
Episcopal Church (Womens Group)	200	Assistance to fire victim:
Our Savior Lutheran Church	100	Assistance to fire victim:
Episcopal Church	200	Food
Our Savior Lutheran Church	100	Food
E.B. Food Stamp Company	100	Holiday food baskets
Boston Gas Company	50	For the elderly.

B.3. Financial and other reports:

As a not for profit corporation, the APAC has received tax-exempt status from the I.R.S. and has submitted the annual report to the Massachusetts Secretary of State's Office in September, 1977. As noted in last year's monitoring reports, back copies of the APAC's Financial Report had not been filed with the Secretary of State. The APAC has taken steps to correct the deficiency by completing the appropriate documentation and forwarding this to the A.B.C.D. Legal Counsel for review, prior to their final submission.

The APAC finds the A.B.C.D. monthly budget reports a useful tool in monitoring expenditures. Local share for volunteers, last reported in November, 1977, is reported monthly via time cards and VC2's. Other local share is reported on an annual basis.

B.4. M.I.S.

Each client serviced fills out an M.I.S. form. Forms are

forwarded to the M.I.S. clerk, reviewed for completeness and entered into the APAC record system. They are also reviewed by the Deputy Director, prior to their submission to A.B.C.D. as a mechanism for additional staff supervision. The Director uses the M.I.S. data to determine who is being served and for future program planning.

Monitors raised a concern about the low M.I.S. activity in the youth and elderly programs and questioned the A.P.A.C.'s. ability to meet its projected activity levels. In reply, it was stated that these programs are seasonal and that they are expected to meet projections by year's end. It was also stated that all past projections have been met.

III. C. Program Activities:

ABCD sponsored funding of the APAC is CSA versatile funds of $125,995 and local share of $83,996. This is used for Administration, Community Organization, School Age Education, Youth Development, Senior Citizens, and Adult Education.

In addition, the APAC has NEC federal $79,350, local share $52,900
Head Start (HEW) 169,505 42,900
CETA/ESL 41,867
plus funds for Elderly Services from Housing Renovation Corp. 1,200

III. D. Program Coordination:

D.1. APAC/ABCD Relationships:

In answering the question regarding interaction between the APAC and ABCD, the Director mentioned virtually every ABCD central and most program departments as an APAC source of advice or assistance. A desire for ABCD to "play an increased advocacy role to increase funding, identify sources, and to petition on the APAC's behalf" was mentioned by the Director.

D.2. APAC/Board Relationships:

The director stated his major responsibilities were "good program management, close staff supervision, responsiveness to the mandates of the board, to establish good working relationship both inside and outside the community, and sound financial management".

It was his feeling that the prime responsibility of the board was "to provide general direction for both existing and future programming" and that he, in turn should be "responsive to polic.es and directions given by the board". This credo appears to ensure mutual harmony of purpose and results.

D.3. Relationships with Other Community Agencies:

The APAC interacts with "Youth Enrichment Services" to provide a skiing program, lends technical assistance to "East Boston Food Stamps", and operates a day camp for "CDC Day Camp".

III. E. General Community Involvement:

The APAC is a member of the East Boston Interagency Council, Harborside Community School, North Suffolk Mental Health Center, East Boston Neighborhood Council, the Community District Advisory Council, and the Ethnic Minority Linguistic Committee.

IV. Accomplishments/Difficulties:

The Director felt that he was hampered by "being forced to operate under a fixed level of funding". He felt that the major accomplishments of the past year was in "securing the money for the Day Camp, revision of the personnel manual, the campaign conducted for fuel assistance, increased accountability through new systems used for handling Y.E.E.S. applications, relocation of Head Start staff, improved intake procedures and the generation of new funding proposals."

V. Interviewer's Perceptions:

A window sign, in Spanish, informs passers by that English, Italian and Spanish translations or other free assistance is available inside. The reception area holds a large sign indicating functional departments and contact names. There are many placards and bulletins from many different organizations, concerning varied problem areas or offering assistance. End tables bear a variety of local newspapers.

The above appear to indicate that the APAC attempts to leave no stone unturned in rendering advice and assistance to the group they service. Community harmony appears to carry over in inter-personal APAC relations and between the APAC and the Board.

Deficiencies:

1. M.I.S. recorded activities indicate low participation in many APAC programs. Unless M.I.S. activities are increased, service projections will not be met.

EAST BOSTON APAC

Monitoring Summary:
Community Involvement

Monitors: Dave Curtis
Karla Rideout

Monitoring of the East Boston APAC's Board of Directors took place on February 1, 1978. Anna DeFronzo, last years board president and Joe Namness, this years president, were the respondents. The session ran approximately two hours and was held at the APAC office on Meridian Street in East Boston.

Board Structure

East Boston's by-laws call for a board of thirty-two members. Twenty-two representatives are community-residents elected from four neighborhood districts with the remaining ten seats going to appointments from other community groups or agencies. There are four other seats for non-voting civic leaders. As of monitoring, three of the community seats were vacant. Procedures to fill vacant seats involve recruitment of residents through newspaper advertisements. Applicants recruited thru these community advertisements are screened, interviewed and selected by the board.

The Board meets on a monthly basis and has met as of monitoring seven times since September of 1977. (Two meetings were held in November due to the October 27, 1977 election). Board minutes are recorded and forwarded to members and ABCD in advance of the next regularly scheduled meeting.

Elections

East Boston's last election occured on October 27, 1977. There were five polling sites; two at Eagle Hill, one at Maverick, one at Jeffries Point and one at Orient Heights. Polls were manned by APAC and ABCD personnel. Candidates requirements were six months residency and eighteen years of age. Efforts are made to recruit low income candidates. Nomination papers request that candidates declare their income and, if challenged by the Nomination Committee, candidates are required to produce verification. The vote total was nine hundred and twenty-two.

Committees of the Board

As of monitoring, as a result of the October election, the Membership of Committees had been changed since September of 1977. Subsequently, there was no information available on how well the "new" committees were functioning nor any real inclination as to what course the new membership might take.

Executive Committee

The two officers interviewed indicated that efforts are made to keep Executive Committee meetings to a minimum. The seven member group is charged with carrying on board business between regular meetings and with acting for the board on an "emergency" basis. All actions taken by the Executive Committee are subject to review and ratification by the full board at the next subsequent board meeting.

Education

This seven member committee is charged with overseeing existing education programs and working with staff to develop new programs. The Education Committee is responsible for the ESL program and for the tutorial program. The Education Committee is also responsible for the East Boston APAC's Social Service program. Since September of 77, the Education Committee had met twice with six members at each meeting.

Youth

The ten member youth committee has met three times since September, 1977. The committee is working with East Boston's recently hired youth co-ordinator to develop a needs assessment for area youth. Also, the Youth Committee is responsible for screening NYC applicants and for hiring staff for the five hundred youth summer camp.

Housing and Welfare

The Housing and Welfare committee is a six member group charged with working on public and private housing issues and disaster relief efforts. During the past year, the Housing and Welfare committee worked with Fair Share on the electric rate issue. The Housing and Welfare committee has been active on rent control issues. Since September of 1977, the group had not met.

Elderly Committee

Having met four times since September of 77, this five member group works with APAC staff to provide advocacy for elders, to assure continued operation of the Elderly Drop in Center and to maintain the APACs program for elders.

Personnel Committee

The Personnel Committee hears staff grievances and is involved with the hiring of Administrative staff. The group had not met since September of 77.

Board President Wamness indicated that he would recommend to the board formulation of two committees, one to review the agency's By-Laws and the other to review the transportation needs of the East Boston community.

Committee activities are verbally reported to the board and written issue outlines are provided to members. East Boston's representatives to the ABCD Board of Directors, Rev. Marshall Bevins and Ginnie St Cyr, both appointed by chairperson Wamness, make oral reports of their "downtown" activities to the East Boston board.

Functions and Responsibilities of the APAC Board

Hiring - Specific program committees are involved with the hiring of specific program staff. All job applicants passing through an initial screening done by Program staff are then interview by the appropriate board committee. The final candidate(s) are then referred to the full board for approval.

The Personnel committee is involved only with the hiring of Administrative staff.

Evaluation of Staff

All staff members are formally evaluated on a yearly basis for purposes of annual increments. Further, staff is informally evaluated at weekly and monthly staff meetings. The Executive Director is evaluated by the Board president, once per year on a formal basis and informally by the board, at every meeting.

If a personnel situation should require a grievance or staff up-grading for example, evaluations are made available to the board.

Termination of Staff

The East Boston APAC has it's own Personnel procedures containing termination/grievance procedures which, in the past, have worked well. However, a recent situation involving Headstart staff and how the APAC Personnel procedures relate to Headstart staff has called all APAC Personnel procedures under scrutiny. Particular attention has been devoted to clarifying the termination/grievance procedures and the board awaits further assistance from ABCD's legal department.

Chairperson Wamness indicated that East Boston's recent problem surrounding the APAC's Personnel procedures and how they relate to Headstart, raised for him some administrative/procedure questions vis a vis the APAC and Headstart central.

Board/Staff relationship

Both Mr. Wamness and Mrs. DeFronzo felt that the board and staff were close and worked well together.

Administration/Contract and Leases

Article 13 of the East Boston APAC By-Laws outline the responsibility of the board, and it's officers, in entering or breaking a contract or a lease. No contract or lease had been negotiated since September, 77.

Administration/Fiscal

According to respondents, a report on the agencys financial condition is presented by the Executive Director at every board meeting. These financial reports are based, in part, on the monthly printouts provided by ABCD. Both respondents felt that board members have to become more aware of the costs incurred in running APAC programs.

Programs

The board receives monthly reports from the Executive Director, or his designee, on problems or progress in APAC programs. These reports, community "feedback , and any special reports which might be requested by the board, serve as a basis for determining the contents of budgets and 419's. Budgets and 419's are prepared by staff members working with their correspondent program committees. From committee, Budgets and 419's move to the Executive committee for review and then onto the full board for approval prior to submission to ABCD.

Training

Executive Director, John White, contacted ABCD's Department of Community Coordination in November of 1977 for assistance in producing training for newly elected Board members. Materials were provided and new board members were afforded with orientation.

Overall Community Involvement

East Boston has board members who are very active in other community related efforts. According to the two respondents, at least sixty-percent of the board members serve on other boards. A partial list of involvements follows:

1) East Boston Recreation and Land Use Committee
2) " " Drugs Action Council
3) " " CDC
4) " " Association of Retarded Children
5) " " Legislative Committee
6) " " Social Center

Monitors Observations

East Boston is one of the smaller APACs in the system with a committee group of enthusiastic board members. It is the opinion of the monitor that the new Chairperson will become increasingly familiar with his role as the year goes along.

Recommendation:

ABCD and the East Boston APAC must take whatever steps necessary to expedite clarification and resolution of the APACs Personnel Procedures.

Deficiency:

Board seats should be filled as soon as possible.

EAST BOSTON APAC

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: HOLLY SIMONS

Monitoring Interview:

The monitoring interview took place on January 13, 1978 at the East Boston APAC, 21 Meridian Street, East Boston. The APAC Executive Director, Deputy Director and the ABCD Monitor participated.

Description of Program Activities:

Intake and Referral - Assess problem, identify resources appropriate to meet the need, and connect client with resource. Follow-up contacts are made with both client and agency following referral.

Escort/Advocacy - Provided when necessary to persons unable to advocate for themselves.

Counseling - Primarily short-term crisisintervention cases, but also includes a number of long-term cases.

Other Activities

Many special services are provided; these are listed in the 419, however, there is no corresponding MIS category.

Tax Refunds - IRS assistance in the preparation of tax returns offered to community residents through the APAC.

Food Stamps - Assistance with eligibility forms, publicity for food stamp program.

Cash Fund - Distribution of toys and holiday food baskets.

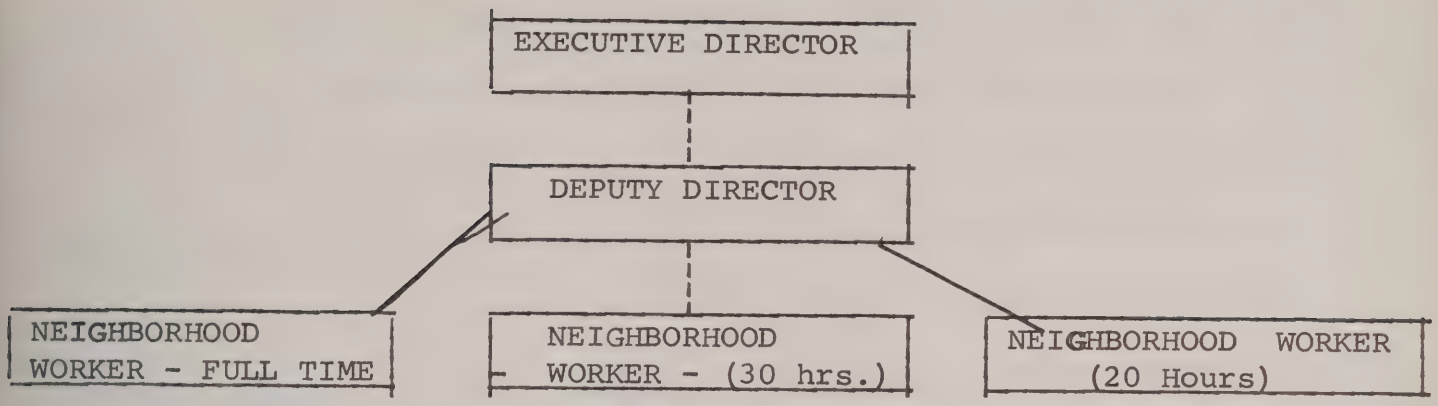
Fire Victims - Provide housing placement, clothing and advocacy

Heating Bill Assistance - Processing of application, counseling around heating needs, follow-through.

Staffing:

The Deputy Director supervises the Social Service Program and meets weekly with staff. There is ongoing interchange among APAC departments. Staff training takes place on an ongoing basis with intra-agency staff exchanges of information and expertise. Staff are also offered time to participate in ABCD courses and seminars. The North Suffolk Mental Health staff provide consultation on some cases. The Deputy Director reviews the progress of each worker's cases.

The program now has both a full-time and two part-time neighborhood workers. In addition, both the Executive Director and Deputy Director devote time to the Social Service Program. All neighborhood workers are bilingual and are responsible for such duties as advocacy, information and referral, and crisis intervention. The Spanish-Speaking neighborhood worker was hired November 14, 1977 and the Italian-Speaking neighborhood worker's hours were increased from twenty to thirty hours a week. The organizational chart is as follows:



The Deputy Director is responsible for writing the 419 which incorporates what staff feel needs to be done.

Program Operation

All program activities are run out of the APAC office at 21 Meridian Street. The office has private interviewing space, locked filing cabinets and desks and phones for each worker. Service is documented through a case recording form which allows for in-take, documentation of on-going case contacts, and follow-up. In addition, documentation is kept on the numbers of non-English speaking and bilingual people served. Records are kept in a locked file in the Deputy Director's office with access limited to Social Service staff. Discussions have been held with staff on the importance of confidentiality Case records include contacts made with the client and on behalf of the client. Referrals are made by advance telephone contacts and often a worker accompanies the client to translate. Follow-up is done on each case by contacting both the client and the agency to which the referral was made. Cases are carried until a resource has been provided and the

client is satisfied that the problem has been resolved. With many clients, problems are reoccurring and the case remains open.

It is estimated that fifty (50) clients are seen on a long-term basis. All persons who fall within the income guidelines are eligible for service and all ethnic groups in the community are served. Numbers served to date in the APAC will surpass the projected total of 300 for the program year if this level of documented service is maintained.

Relationships with Other Community Agencies

The program has close referral and working relationships with the following agencies: East Boston Legal Assistance, East Boston Alcohol Detoxification Center, Meridian House (Drug Center), Little City Hall, East Boston Social Center, Neighborhood Employment Center, D.E.S., Red Cross, Welfare Office, Internal Revenue Service, Head Start, and the Little Folks Day Care Center. Informal contacts are maintained with all East Boston agencies and translation assistance is provided to other agencies. Technical assistance is received from government agencies and North Suffolk Mental Health which provides case consultation.

A Work/Study student coordinates public relations for the APAC and articles in Italian are submitted to community newspapers, Bilingual posters are placed on bulletin boards as part of a total outreach effort.

Relationship with ABCD Central

Staff have attended Social Service Training Sessions at ABCD. The Deputy Director plans on having one to three staff persons attend sessions.

The Deputy Executive Director reports a good relationship with ABCD Social Service staff from whom he receives ongoing assistance, stating that he always receives an answer to his question of help from the Social Service Department. Technical assistance could be used in program development.

Assessment:

The Director states that the APAC is seeing more people than ever because of the cutbacks in other agencies' services and the increase in referrals from these agencies. He feels that the APAC is being expected to provide assistance to other agencies who lack bilingual workers.

Both he and the Deputy Director feel that the APAC provides in-depth service to clients and is stretching its resources to the maximum extent. In summary, both feel that the APAC is doing a good job in providing services, but that there are many needs in the community which remain unmet.

Deficiency:

NONE

EAST BOSTON APAC

MONITORING SUMMARY:
SCHOOL AGE EDUCATION

MONITOR: MELISSA TILLMAN

I. General Program Description

The East Boston School Age Program is supported by $7,559 from CSA, and receives no additional funding. Its goals are: 1) to provide weekly tutorial services to fifty children aged 6-17 years in the areas of reading, math, and science; and 2) to participate in community meetings with parents to provide them with factual, current information about educational changes impacting their children's lives.

II. Methodology

The monitoring interview was conducted in the Deputy Director, Education, office at 21 Meridian Street, East Boston, on January 31, 1978. Attending were the Deputy Director, Education, and the APAC Director. The session was relaxed and straight forward.

III. Monitoring Assessment

A. Organization and Staffing

The Deputy Director, Education, devotes 20% of his time to the School Age Education Program; his duties are those of coordination of the Tutorial and Counseling Programs, and staff supervision. An NYC enrollee works 10 hours a week in the program; her responsibilities include matching tutees with appropriate tutors, tutoring and some record-keeping duties. Fifteen tutors, each working two hours a week with participants, form

the cadre delivering the direct services; tutoring is their sole responsibility as counseling is handled primarily by the Deputy Director, Education, with assistance from the APAC Director (5% time) when possible.

Training of the tutors is provided by their home school teacher who guides them in teaching techniques and subject matter. Informal counseling and advice is provided them as needed by the Deputy Director, Education.

Supervision of tutors is performed through guidance given in regard to tutees' needs, on-site observation, and reports. Tutor qualifications are few and realistic, e.g., ability to teach the assigned subject matter and relate to the East Boston community. Tutor performance is evaluated through review of tutee report cards, parent and teacher assessment of tutee progress and the positiveness of the tutor-tutee match; evaluations are verbal.

B. Participants

Twenty children are involved in the Tutorial Program; no language other than English is spoken. Entrance is on a first-come-first-serve basis; income and age eligibility complete the criterion for inclusion in the program. The educational needs of the participants are: remediation in the aforementioned subject areas; guidance and counseling; and a liaison between themselves and the schools. Such is determined by the Deputy Director, Education's, communication with each student, their parents and their schools. Both teachers and the students

themselves provide information about their grade levels.

C. Program

Tutorial Program

Twenty children are served primarily at the APAC offices, 21 Meridian Street, Monday-Friday, 3-5 p.m.; special arrangements are made to provide home-based tutoring to those needing it. The Deputy Director,Education, is the supervisor for this and all other programs offered within the School Age component. Counseling to tutors, tutees and parents is on on-going activity available Monday-Friday, 9-5 p.m. at the APAC offices.

The Community Involvement aspect of the program, e.g. attendance at educational meetings, maintenance of relationships with other agencies and contacts with local schools is a continuing activity dependent upon the initiator's scheduling.

Records are kept on tutee attendance and some counseling and referral services. Formalized testing is not utilized by the program.

Tutors and tutees remain involved for the program year; there are ten tutees and five tutors involved this year who participated last year. Follow-up with parents is done when a student leaves the program, to ascertain the reason; referrals have been made to 766 programs, as well as to bilingual and flexible campus programs; follow-up on referrals is performed by the APAC staff person assigned. Equipment, space, materials and supplies are felt to meet adequately their present needs.

D. Program Coordination and Community Involvement

The Deputy Director, Education, participates in CDAC VIII activities and the ESAA Advisory Committee (bilingual programming). Relationships with ABCD's Social Services, Planning, Manpower, and Youth Affairs Departments are good.

Program outreach is executed through newspaper articles, flyers, PSA's and word-of-mouth. The Deputy Director, Education, would like to participate in a dialogue around the development and execution of a needs assessment.

E. Perceptions

The East Boston School Age Program while limited and seriously understaffed still provides necessary educational services to its community. Counseling and advocacy appear to be the major needs of the residents, and the program seems very responsive to that through its extensive counseling for career and educational guidance. Staff is committed to instilling a sense of worth and the development of a healthy self-image to its clients; the availability of alternatives to the children of East Boston remains a primary goal.

Deficiencies:

None

EAST BOSTON APAC

MONITORING SUMMARY:
ADULT EDUCATION

MONITOR: MELISSA TILLMAN

I. General Program Description

The East Boston Adult Education Program is funded for $7,559 through CSA; there are no other sources of funding. The program's goals are that of: providing ESL instruction, in day or evening classes, on the beginner and intermediate levels to residents; providing GED instruction; and educational couseling.

II. Methodology

The monitoring interview was held at the East Boston APAC offices, 21 Meridian Street, on January 31, 1978. Present were the Deputy Director, Education, and the Executive Director. The session was relaxed and straight forward.

III. Monitoring Assessment

A. Organization and Staffing

The Deputy Director, Education, who is responsible for program operation, counseling and referral activities allocates 20% of his time to Adult Education; 5% of the APAC Director's time is spent in counseling and referring adults. There are five volunteers working in the program: three devote 4 hours a week to GED instruction and two spend 2 hours a week working with ESL students.

Volunteer qualifications are: teaching ability in the fields required for GED preparation; and for ESL, the ability to instruct non-English speakers in communications skills.

Training has been unnecessary as the present instructors have been involved with the program in past years. Supervision of staff is performed through on-site classroom observation, and continuous counseling relative to student needs and effective teaching techniques.

B. Participants

The educational needs of the students are: the mastering of coursework required for passing the GED exam, knowledge of educational alternatives for adults, and basic skill development and conversational English for non-English-speaking adults. Educational need determination was made by interviewing the clients.

Participants in the program are continuing their course of study from last year; in general, enrollment is open and based upon the program's ability to meet their needs.

C. Program

ESL

The program scheduled classes to run Monday-Friday, 10-11 a.m., and Monday and Tuesday, 7-9 p.m. Presently the staff provides referral and counseling activities primarily as there has been great difficulty in finding either a teacher or work-study student to act as instructor. Two volunteers, however, are providing individualized ESL instruction to two persons. The Deputy Director, Education, is still trying to recruit a work-study student for the program.

GED

The program operates from 143 Meridian Street on Mondays between 7-9 p.m. Volunteer tutors provide instruction in grammar, social studies, science, literature and math to prepare tutees to take the GED exam. The ARCO GED series is the test used.

Counseling

Educational counseling is provided to persons enrolled in the program as well as those from the community who are not involved in APAC programs.

The service is provided at 21 Meridian Street, Monday-Friday, 9-5 p.m. daily; the Deputy Director, Education, who is primarily responsible, is assisted by the Executive Director whenever possible.

Records on attendance, counseling or referral are not formally kept. Testing is informal and performed by the instructors to assess student progress.

D. Program Coordination and Community Involvement

Relationships with ABCD's Social Service, Planning, Manpower and Youth Affairs Departments are good. Program outreach is performed through notices and articles in local newspapers, distribution of flyers, PSA's and word-of-mouth. The Deputy Director, Education, participates in CDAC VIII activities and on the ESAA Advisory Committee.

E. Perceptions

The East Boston Adult Education Program while effective is handicapped by too little money and too little staff. The time that the Deputy and Executive Director devote to counseling and referral activities is valuable and important, but always has to be "sandwiched in" among their many other duties as the APAC is so small.

In summary, the staff is committed to making sure that educational information, counseling, and services remain available to the residents of East Boston, regardless of the APAC's budgetary limitations.

Deficiencies:

None

EAST BOSTON APAC

Monitoring Summary: Monitor: Claudia Boldman
Youth Development Program

BASIC INFORMATION (funding, staffing, recruitment)

Funding and Recruitment

The Youth Development Program at the East Boston APAC has been funded by CSA for $31,381 from 9/1/77 to 8/31/78. The APAC also receives additional financial assistance for the summer. The East Boston Community Development Corporation and the Neighborhood Council jointly award $7,000 for the period of July through August 1978. In addition, a proposal has been submitted for a Community Development Block Grant (City of Boston) for the amount of $14,265 during the time period of July through August 1978. A decision on this award is still pending. The YDP at the East Boston APAC has been in operation for 10 years.

In order to inform and/or recruit area residents for this program, a number of conventional methods have been used. Among them are word-of-mouth, advertising in three local newspapers, calling up past participants, and posters at

the APAC and NEC.

All applicants, except those blatantly over-income, are accepted to all the YDP programs. The only exception is the Work Program which utilizes a rather elaborate point system to rank its applicants. Among the criteria used are income level, financial need, skills (arts and crafts, bilingual), maturity and interest (grade in school) and previous work experience.

The interview was conducted on January 13, 1978. The respondent was the Youth Director.

Staffing

The Youth Development Program utilizes three staff members. They are as follows:

Title	Salary	Status
Youth Director	$8,460	full-time
After-School Program Coordinator	$3.95/hr.	part-time (15 hrs./wk.)
Counselor/Clerk	$2,560 (annual)	part-time (14 hrs./wk.)

In addition to this paid staff, the program has six volunteers who contribute a total of 25 hours a week. One of these volunteers is presently planning and organizing a winter

camping program. The others work as counselor/aides in the After-School Program. Volunteer time is documented as local share.

PROGRAM ACTIVITIES AND SERVICES

1. CSA Work Program. Eight youth are actually enrolled in this activity. During the application process 55 youth were serviced. The Youth Director and the Counselor/Clerk supervise this activity.

The selection and intake processes take place at the APAC. All youth work at their placements after school (3:00-5:00 P.M.) for a total of 10 hours a week. They receive the current minimum wage.

The four job placements that are actually utilized are: the APAC After-School Program (21 Meridian St.), Little Folks Day Care Center (65 Trenton St.), Harborside Community School (312 Border St.), and Trinity Neighborhood House (406 Meridian).

The Youth Director personally visited all the worksites and received very positive reactions and impressions from all who are involved in the program. He feels the youth are having significant experiences and are really learning good work habits.

Finally, the Youth Director feels that possibly two more enrollees could be incorporated into the program.

2. Teen Activities. This activity is actually being planned and organized by one of the volunteers and will soon be put in operation. The types of activities being planned include weeknight meetings at the APAC and weekend trips to various skiing and camp sites in New England.

The respondent estimates that an average of 20 youth will participate in each activity. This program will be operated by the volunteer and supervised by the Youth Director.

The Youth Director mentioned that in the past, Teen Centers have not been very successful in the East Boston area. With this program, he attempts to create a core of interested teens from which a bigger, more expanded teen program can be developed.

3. Summer Day Camp. The camp will operate during July and August for a total period of 8 weeks (9:00-3:00). Activities will take place at the APAC (21 Meridian St.), the 4-H Center (Ashland) and in various cultural and recreational sites in the Boston area (trips).

This activity will be operated by the Day Camp Director (to

smoothly.

5. Baby-Sitting Referral Service. This activity offers two types of services to participants: it offers training and it serves as a liaison between those who want to baby-sit and the people who need that service. There are presently 6 youth participating in this program which is supervised by the Youth Director and the Counselor/Clerk.

The training workshops take place periodically in the back room at the APAC. The next series will occur in February. The workshops will take place over a period of 3 to 4 weeks. They will be held on three consecutive Wednesday nights and each will last 2 hours. The training course will be utilizing a six-part video tape presentation produced by the Cooperative Extension Service. This allows for more youth than are presently enrolled to participate in the program. All the youth who complete the training program will receive a certificate of completion and an I.D. card. The referral service is in operation every day during APAC office hours.

6. Intake and Referral. The Youth Director and the Counselor/Clerk perform intake and referral services. The respondent estimates that an average of 5 youth per month are serviced on a walk-in basis. All referred youth are

followed up by such conventional methods as contacting the referral agency, contacting the youth and/or families, continued counseling, and enrollment in APAC programs.

A basic information sheet is kept for the majority of the youth who are aided during the intake and referral process. A form to be used for this purpose is actually being developed. In addition, MIS forms are filled out for these youth.

The following is a list of agencies and programs which are generally used for referrals:

Youth Activities Commission	-	use of the MOIS system, job and recreation programs.
Office for Children	-	information and advocacy work.
Great Expectations Program	-	leadership training.
Youth Opportunities Program	-	leadership training for outdoor activities.
East Boston Neighborhood Health Clinic	-	medical services, physical check-ups.
North Suffolk Mental Health Center	-	emotional, mental health problems.
Legal Aid	-	legal problems.
Office of Volunteer Lawyers	-	more serious legal problems.
Jobs for Youth	-	for drop-outs, employment and training.

NEC	- employment and training.
YEES	- employment and training.
APAC Tutorial Program	- for academic problems.
APAC ESL Program	- language teaching and job placement.
Harborside Community School	- enrichment.
Community College System	- for 2 year degree programs.
BPL	- information.
various college admissions offices	- for college entrance information

Since the Youth Director is new to the program, he could not give adequate, representative estimates of the average number of youth referred in any given month at the time of the interview. However, referral information is contained in the intake information sheets.

7. Counseling. The counseling offered at the East Boston APAC is primarily a "drop-in" counseling service. The Youth Director is the only staff member who performs this service. He is supervised by the APAC Deputy Director.

Counseling is done on an as-needed basis rather than on a caseload basis. Youth are usually counseled individually, but group sessions are also held. The respondent estimates

that 3 youth per month use this service and maintains that more youth could be served.

After the intake interview, the Youth Director, Deputy Director and Executive Director meet to assess needs and devise a counseling strategy. This strategy usually consists of facilitating the appropriate information and possible referrals. At times, and depending on the particular cirucmstances, parents or families may be invited to sit in interviews and/or are notified of the progress made. Youths are provided counseling services as long as they are needed.

Brief counseling records are kept on file in the Youth Director's office. The counseling component ordinarily uses the same referral agencies used by the Intake and Referral service (see # 6). All referred youth are followed up by contacting the referral agencies, contacting the youth and/or their families and enrollment in APAC programs.

The training in counseling that the Youth Director receives is confined to on-the-job training and information gathered in strategy-developing conferences. His counseling skills are also monitored during these strategy-developing conferences.

The types of issues that are discussed in counseling sessions include personal and family problems and emotional problems.

The respondent has noticed that the counseling has helped youth to stay in school, enter new programs, find jobs, and agree to get treatment. The Youth Director is presently working on developing a system of outreach which would emphasize facilitating help with career options, jobs and college application procedures.

MIS REPORTING

According to the respondent, MIS forms have not been regularly submitted to ABCD. The transition between the old and new youth directors and the fact that the new youth director is just getting acquainted with the MIS system are partly accountable for this. The MIS forms that have been completed are not submitted in time to be recorded.

The monitor recommends that every effort be made to adequately document participation in all program areas. It also might be a good idea for the Youth Director to meet with the Planning Department in order to get a better understanding of MIS procedures and the system in general. In addition, the estimates for the funding period for the categories of Intake (Information) and Referral and Counseling seem to be too low in light of the information gathered in the monitoring interview.

COMMUNITY YOUTH INVOLVEMENT

The East Boston APAC does not have a Youth Council. There are 3 youth with voting representation on the APAC Board. The APAC Board also has a Youth Committee which meets at least once a month or as often as needed to make policy decisions as well as to do hiring. There is good communication between the YDP staff and this committee.

The YDP has participated in a Special Needs Christmas Party sponsored by the Interagency Council in which it sponsored one special needs child.

TECHNICAL ASSISTANCE

The respondent feels that the staff needs technical assistance with this program, specifically in the areas of proposal writing, fund raising, information (statistics), program development, staff and enrollee training, and public relations.

The YDP has requested technical assistance from a number of different sources. All these requests were fulfilled at no cost to the APAC, except for # 7 which cost $15. Details are as follows:

Source	Type of Assistance
1. ABCD Planning Dept.	- proposal writing (on-going)

2.	ABCD Public Info.	- seeking video tape equipment (Dec. 1977)
3.	ABCD Purchasing	- price information, availability and access for equipment (on-going)
4.	Boston Redevelopment Authority	- statistical information (Dec. 1977)
5.	EDCO Metropolitan Edution Center	- resources (on-going)
6.	Community Development Corp.	- artwork, statistics (on-going)
7.	Appalachian Mountain Club	- leadership training (Jan. 1978)
8.	National Solar Heating and Cooling Information Center	- resources and information (Nov. 1977)

The program has also received the following unsolicited assistance: toys for Christmas party from WCVB and help for preparing a YCCIP proposal from ABCD Planning Department.

PROGRAM COORDINATION

The East Boston YDP works with a variety of community agencies to deliver services to youth:

ABCD YEES Program	--	staff training, job placement, counseling
Little Folks Day Care Center	--	job placement, supervision, training
Harborside Community School	--	job placement, supervision, training
Trinity Neighborhood House	--	job placement, supervision, training
ABCD, NEC	--	job placement, employment counseling
YAC	--	MOIS system
Mass. Internship Office	--	requested intern volunteers
Boston University	--	requested volunteers and work-study students
East Boston Social Center	--	provide volunteers and leadership training

CONSISTENCY WITH 419

There are no substantial differences between the APAC's 419 on this program and the APAC's actual program as described herein. It should be pointed out that Teen Camping Trips in the 419 refers to Teen Activities. Also, YDP's assistance in the YEES application process should be added to the 419.

DEFICIENCIES:

1. MIS forms are not being submitted in time to be adequately documented.

PERCEPTIONS OF RESPONDENTS

According to the Youth Director, East Boston's YDP is actually in a process of growth and transition. He feels that there are a lot of opportunities for growth and he is presently trying to establish solid foundations from which the program can expand. The Youth Director feels that the YDP has potential to adequately serve the youth of East Boston.

The respondent felt that the program could be improved if money was secured to adequately maintain the After-School Program's physical facility. In addition, some steady form of transportation would facilitate program participant's access to resources in the city and to trip sites.

The Youth Director came on board on October 24, 1977 and therefore could not comment on how the program has improved since the last monitoring.

MONITOR'S BRIEF ASSESSMENT

The East Boston APAC's YDP is operating in a manner consistent with the 419, with the exception of the underestimated service figures for the Intake and Referral and Counseling Activities.

The Youth Program is just emerging from a period of transition

due to the change in Youth Directors. The new Director is very enthusiastic and has sound, future plans for the program.

The monitor recommends that a concerted effort be made to regularize MIS documentation as soon as possible. Finally, it would be beneficial to establish closer communication between the YDP and the Youth Affairs Division, so that a more effective exchange of resources can take place. In addition, the MIS service projections for counseling and intake and referral are too low. The 419 for the upcoming program year should show higher estimates in these two categories.

EAST BOSTON APAC

MONITORING REPORT: SENIOR CITIZENS

MONITOR: VIRGINIA ROBINSON

DATE OF INTERVIEW: January 17, 1978

PLACE: Senior Lounge
276 Meridian Street
East Boston, Massachusetts (Basement of East Boston Library)

PRESENT: Neighborhood Worker with Elderly

SUBSEQUENT INTERVIEW: Executive Director, APAC Office
21 Meridian Street
East Boston, Massachusetts

PART I

The East Boston Senior Citizens Drop-In Center is the focus for a three part program:

1. Drop-In Center which also provides recreation, information and referral and escort/advocacy, counseling and sometimes community organization.

2. Individual services to home-bound elders, including friendly visits, shopping assistance, paying of rent and check cashing and escort advocacy.

3. A voice to the community through attendance at community meetings.

The intention of the program is to relieve loneliness and help fill basic needs of elder citizens.

With a budget of $7,460.00, augmented by $1,000.00 from one organization and donations from various merchants, the program has a staff of one full-time Neighborhood Worker. Three half-time persons

are subsidized by the Boston Senior Aide Program (1) and Mass. Elder Service Corps (2).

PART II - MONITORING METHODOLOGY

The interview took place in the Senior Lounge with the Neighborhood Worker and the Monitor. A brief interview was held later with the APAC Director, who was unable to attend the interview at the same time as the Neighborhood Worker. The Neighborhood Worker and the Monitor made a good effort to determine what the program is doing.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. Organization and Staffing

The Neighborhood Worker with Elderly, whose salary is paid through the APAC's CSA Social Service Account, is the full-time employee who overseers all elderly programs, makes home visits and attends meetings as Elder APAC representative. She is assisted by three half-time employees - two Elder Service Corps sponsored and one from Boston's Senior Aide Program. These three employees primarily staff the Drop-In Center, but also at times accompany the Neighborhood Worker on home visits and occasionally substitute for her in a home visit.

Ten volunteers also assist at the Drop-In Center and help to plan trips, parties, programs and help in serving at parties.

B. Participant Information

Staff serves approximately 90 home bound elders, provides information and referral and escort/advocacy service to

approximately another 150 and serves about 150 mobile elders with recreation or drop-in programs.

C. Program Activities - See Part I.

D. Program Coordination

Neighborhood worker meets with APAC Director each afternoon between 4:00 P.M. and 5:00 P.M. to coordinate activities.

She makes referrals regularly to the Title VII Nutrition Project, the local health and mental health centers, welfare, legal services, etc. The Senior Citizen Program was also instrumental in originating several other senior program, i.e., Title VII Program, St. Lazarus Elderly Program.

These programs apparently also make referrals to the Senior Citizens Program.

E. General Community Involvement

The Neighborhood Worker is on the Board of the Home Care Corp. for Area III, a member of the interagency organization of all agencies in East Boston, and the Massachusetts Council of Older Americans and Legislative Council of Older Americans.

F. Interviewer's Perceptions

Apparently the Neighborhood Worker spends much time visiting home-bound seniors and functions well as advocate for elders -- both with individuals and with groups. The rather small drop-in program is made up mainly of fairly self-sufficient seniors who also attend a number of other similar programs, i.e., Nutrition Project and senior clubs. According to the APAC Director, a major focus of the program is to provide individual

advocacy, and that appears to be a strong point of the Senior Citizens Program. The Neighborhood Worker with Elderly is particularly interested in how to relieve isolation and loneliness, and is searching for effective ways to combat the loneliness problem.

Although the following issues may not be considered actual deficiencies, they reflect concerns of the monitor:

1. More outreach needed - Neighborhood Worker agrees that this effort is important. She makes a number of efforts at present.

2. More community organization - in the past there have been important and successful efforts by this program.

3. More involvement in planning on part of participants regarding which programs and activities and issues should be dealt with. At present ten volunteers do have a strong voice in deciding on trips and parties.

PART IV - Deficiencies:

1. The MIS reports have not been regularly submitted.

MONITORING SUMMARY REPORTS

JAMAICA PLAIN

APRIL, 1978

Program	Pages
Administration	212-217
Community Involvement	218-222
Social Services	223-228
School Age Education	229-234
Youth Development Program	235-246
Senior Opportunities	247-250

JAMAICA PLAIN APAC

MONITORING SUMMARY:
ADMINISTRATION

MONITORS: CHARLIE BAKER
SUSAN COCCO

Overview

The Jamaica Plain APAC is a fiscally autonomous agency located in the Bromley Heath Housing Projects in Jamaica Plain. It's CSA allocation is 177,521; the NEC is 91,146 and its Head Start allocation is 141,470 for a total of $410,137 in ABCD-sponsored funding. In addition to the ABCD sponsored funding the APAC received $8,000 this year in outside funding from the Institute of Contemporary Art for which it will build a pre-school play area in front of the Martha Elliot Health Center. The monitoring interview occured on January 13, 1978 in the director's office at the APAC. The interview was productive and relaxed.

During the 1977-78 fiscal year the APAC sought outside funding from the City of Boston for a Youth Community Conservation and Improvement Project and a Title III elderly project which were rejected. Applications for a Community Development Block Grant and a USDA Food Stamp program are still pending. The APAC also solicited funding from the Massachusetts Department of Community Affairs (DCA) for a solar demonstration project. This application was rejected by DCA, however, the APAC is aggressively seeking funding from private sources for this project.

In-kind contributions to the APAC's budget for this fiscal year have been provided by the Boston Parks and Recreation Department. The APAC is represented on the Hennigan Community School Council, the Bromley Heath Interagency Group, the Youth Advocacy Board and the Jamaica Plain Interagency Group. These interagency relationships are complemented by jointly sponsored programs between the APAC and other community agencies in Jamaica Plain. These programs include the use of th

Hennigan School for a Youth Tutoring Youth Project; a jointly sponsored ceramics class for adults between the APAC and the Bromley Heath Community Center; the use of the APAC site by the Legal Services Corporation and various cooperative arrangements between the APAC and community agencies regarding the NYC program.

Staffing/Personnel

At the time of the monitoring two staff positions at the APAC were unfilled. These positions, Spanish Community Worker and NEC Worker, have been advertised. The director stated that both positions should be filled quickly. All staff at the APAC have job descriptions, personnel files are up to date and no staff have been placed under disciplinary action since the time of the last monitoring.

Staff supervision is accomplished through daily meetings between the department heads and the APAC director. Department heads subsequently communicate information to their staff. The APAC director stated that he visits each program site on virtually a daily basis and finds one to one communications with staff to be effective.

From September 1, 1977 - October 31, 1977 the APAC employed one consultant who performed program planning and grantsmanship activities for the APAC. The cost of this contract was $4300 and the director stated that the APAC intends to rehire the consultant this winter.

The APAC's personnel policies have been revised since the last monitoring to include updated grievance procedures. The personnel policies were approved by the APAC Board of Directors and the monitors received a copy of the procedures during the monitoring interview.

The employee benefit package of the APAC is the same as ABCD's; information provided by new employees is verified through the NEC and all employees of the APAC are bonded by Fidelity and Deposit, Dreyfus Rice and Getter for $25,000 each. The director stated that he felt the personnel policies of the agency promote solid management.

Refunding

Refunding begins by an announcement by the APAC director to the board of directors of the refunding schedule and procedure for the fiscal year. Subsequently the director consults with the program heads and their respective committees who complete the 419s (proposals) and 325's (budgets) for their respective components. Completed proposals and budgets are referred to the Finance Committee which reviews and approves the refunding proposals prior to their consideration by the APAC Board of Directors. Final approval of the submission is the responsibility of the APAC Board of Directors. Staff is involved in an advisory capacity in all facets of the development of the refunding proposal as well as in the modification of programs/ budgets during the fiscal year.

Involvement of Board in Fiscal Affairs

The finance committee of the Board is comprised of four board members, with the APAC director and fiscal officer in attendance as technical advisors. The committee meets as deemed necessary and is particularly active during refunding or on occasions where the APAC's audit report needs review.

Local Share, Corporate Status, Property Control

The APAC is a tax exempt (501-3) non-profit corporation under Chapter 180 of the Massachusett State Laws and last filed an annual report with the Secretary of States' office in November of 1977. A copy of this annual report is on file with the Director of Accounting at ABCD Central.

The documentation of local share is the responsibility of the APAC director in conjunction with the fiscal officer. The APAC met its local share commitment for the period ending 8/31/77 and has already documented local share this year beyond the extent of its commitment. Property control and purchasing is the responsibility of the fiscal officer who uses the EDP printout to monitor property.

MIS

All of the programs sponsored by the APAC are currently meeting their service figure projections. The APAC director stated that he utilizes the monthly MIS re-

ports as an information system regarding program accomplishments and shares this information with his department heads.

Relationship with ABCD Central

The director stated that he extensively utilizes the expertise of the fiscal departments at ABCD Central, the personnel department and the purchasing department. He stated that he utilizes Planning and Program Development for assistance with MIS but does not make extensive use of its program development or grantsmanship capacities. He believes this is a direct result of the fact that Planning is an extremely busy department which has a limited capacity to make site visits to the APACs.

The director would find ABCD more helpful to him as a director if the Planning Department made field visits to the APAC for grantsmanship purposes. He stressed the opinion that ABCD central should insure that auditors assigned to APACs be familiar with the goals of a Community Action Agency and be sympathetic to ways and methods of reaching the poor. He also stated that HeadStart program, operated under the auspices of the APAC, should be converted to a fiscally autonomous program.

Responsibility of Board and Executive Director

The director believes he is mandated to implement the directives of the APAC Board of Directors; expand the agency's base of programming and develop new ways to positively effect the poor of Jamaica Plain. In his opinion, the functions of the APAC Board include interpreting of the needs of the community; developing agency policies and infusing the Jamaica Plain APAC with the community input and support necessary to maintain a vital productive position in the community.

Major Accomplishments/Difficulties

According to the APAC director the agency's major accomplishments during the past year include developing an expanded base of programs and funding; expanding the number of clients served and maintaining the status of the Spanish Social Service Center as a model service-provider to the Hispanic community. The agency's primary difficulty has been in the area of developing significant alternative sources of funding for the

APAC.

Monitors' Comments

The Jamaica Plain APAC offered the monitor significant insight into the strategies it has utilized during the past year to improve and enhance its operation. The agency is efficiently and effectively administered and holds the promise of developing innovative strategies for community action in Jamaica Plain.

Deficiences

1. Two vacant staff positions:
    a. Spanish Community worker
    b. NEC worker

J A M A I C A P L A I N A P A C

Monitoring Summary
Community Involvement

Monitors: Rafael Toro
Karla Rideout

The Community Involvement monitoring of Jamaica Plain took place on January 31st, 1978 at the APAC. Those present for the meeting were Anna Mae Cole, the board chairperson and Richard Soderberg, the Executive Director. The Jamaica Plain APAC is an autonomous agency.

Board Structure

According to their by-laws the Jamaica Plain Board should have 32 members. Twenty-four are elected and eight are appointed. There are six vacancies for elected neighborhood representatives and four vacancies for agency representatives. The Board will fill these vacant seats after their next election. There has not been any changes in the composition of the Board since last year's monitoring. The board meets on a monthly basis and has met three times since September of 1977. Minutes of meetings are recorded and made available to the board members and ABCD.

By-Laws

There has not been any amendments to the Board by-laws since the last monitoring.

Elections

Jamaica Plain has elections once every two years. Their last election was in 1976. There has not been any change in their election procedures since last year's monitoring. ABCD can assist the APAC in this year's election by providing publicity.

Committees of the Board

There are nine committees (standing) of the Jamaica Plain Board. The Executive Committee is chaired by Anna Mae Cole and has 7 members. The function of this committee is to act for the Board between board meetings. The committee has not met since September. The Personnel Committee's purpose is to do the hiring and to review

the Affirmative Action Plan. The chairperson is Joe Dolan, they have seven members and have met twice since September. The Elderly Committee has three members and their chairperson is Mildred Hailey. Their function is to work with the senior coordinator in coordinating senior activities in Jamaica Plain. They have met twice since September. The Finance Committee oversees the finances of the APAC. Dennis O'Brien is the chairperson and the committee has five members. They have met once since September. Anna Mae Cole is the chairperson of the HeadStart Committee. They have five members and they have not met since September. Their function is to work with Social Service Director and the staff to coordinate Headstart in Jamaica Plain. The purpose of the Manpower Committee is to oversee manpower dealing with ABCD central. The chairperson is John Frank and they have five members. They have not met since September. Spanish Affairs committee works with the Spanish APAC. The chairperson is Carmen Cora and they have four members. They have not met since September. The Program Planning Committee instituted after last year's monitoring, has five members. Donna Phelan is the chairperson and their function is to oversee the APAC programs. They have not met since September. Bruce McPherson is the chairperson of the Carpentry Committee. This committee works with the carpentry shop and they have five members. They also have not met since September. There is also an ad-hoc Nominating committee. Thier function is to run the election and nominate board officers, ABCD reps and agency reps. All committees verbally report back to the full board.

ABCD Representation

The board (APAC) representatives to the ABCD Board are Mildred Hailey and Anna Mae Cole. The representatives are nominated by the nominating committee with the approval of the board. The representatives verbally report back to the full board.

Functions and Responsibilities of the APAC Board

The board through the personnel committee, hires all full-time staff . The Executive Director hires part-time people and temporaries The staff is evaluated on a regular basis by the Executive Director. The Board evaluates the Director at the board meetings. If an employee has a grievance, the aggrieved employee must request, in writing, a meeting to discuss the grievance with his

within five working days of the alleged grievance. The Department Head has to answer the grievance within five working days of the employee's letter. If the situation is not resolved at the department head level, the aggrieved employee must submit in writing, to the Executive Director, a complete statement outlining the grievance. The statement must be submitted to the Executive Director within five working days of the decision of the Department Head. The Executive Director shall review the statement and make a thorough investigation of the matter. If the decision of the Executive Director does not resolve the grievance, the aggrieved employee may request in writing a hearing before a Greivance Committee of the APAC Board of Directors. If the grievance can not still be resolved the employee may appeal to the full board. This procedure does coincide with their Personnel Policy Manual. There has not been any terminations since last year's monitoring.

Board/Staff Relations

The Board members present felt the relationship between the Board and the staff is excellent. She attributes this relationship to the fact that the board members and staff have work together for a long time.

Administration/Contracts and Leases

The responsibility of the board in entering or breaking contracts and leases is that all contracts and leases have to be approved by the full board with the chairperson signing off. The board's responsibility in this area is stated in the agency by-laws, and no contracts or leases have been negotiated in the past year.

Administration-Fiscal

The board is involved with the planning of financial matter through the Finance Committee working with the staff. The board member present was satisfied with the system as it is.

Programs

The APAC Board establishes program priorities through the Program and Planning Committee. The board has not created or eliminated any programs since last year's monitoring the Board is informed of problems in progress in programs through reports by the committees

Refunding

The staff proposes 419's and Budgets to the appropriate committee and then submits them to the full board for their approval. Any changes in program or the budget during the program year is done through the committees.

Training

The Board has not received training since last year's monitoring. If a training program is instituted, it will be after this year's election.

Overall Community Involvement

Some of the Agencies that the board has been involved with in the past year include: Tenant Management, the Community Center, Martha Elliot Health Center, Jamaica Plain Little City Hall, Hennegan Community School, and the Southwest Corridor Coalition.

Observations

Though the agency By-Laws requires a Board of 32 members, at the time of monitoring the Board membership consisted of 26 members. The monitor recommends that this Board be brought to its full strength as soon as possible.

The monitor also is concerned that the Finance Committee for this fiscally autonomous APAC meets on a quarterly basis and, after discussion, it was agreed that the APAC would make movement towards realizing meetings of this committee on a bi-monthly basis.

Deficiency:

1. The Jamaica Plain APAC Board has a comprehensive Board committee structure; however, most of the committees' have either not met or met only once since September. Specifically, the Head Start Committee has not met; the Manpower Committee has not met; the Spanish Affairs Committee has not met; the Program Planning Committee has not met; the Carpentry Committee has not met.

JAMAICA PLAIN APAC

MONITORING SUMMARY: MONITOR: HOLLY SIMONS
SOCIAL SERVICES

The monitoring interview was held on January 31, 1978, at the Jamaica Plain APAC, 30 Bickford Street, Jamaica Plain, Massachusetts. Participants were the APAC Director, the current Spanish Coordinator, and the future Spanish Coordinator.

PROGRAM ACTIVITIES:

The activities of the Social Service Program at Jamaica Plain are as follows:

INFORMATION/REFERRAL/FOLLOW-UP - Providing clients with information and linking them up with appropriate services and also working to find new resources.

TRANSLATION/INTERPRETATION - Assisting Spanish-speaking residents in receiving services from other agencies.

ESCORT - When necessary, clients are escorted to appropriate agencies/services. This service often includes advocacy.

HOUSING ADVOCACY - Calling landlords or the BHA on behalf of individual clients, assisting with housing applications and location of housing.

SPECIAL SERVICES - Assisting clients to make out food stamp applications, write letters, fill out forms, and handle immigration problems. Special Services also includes Globe Santa applications, job services, perso assistance, the Heating Bill Program, and advocacy with utility companies

COUNSELING - Includes both short and long-term, currently, six long-term counseling cases are being carried. Clients requiring therapy are referred out.

HOME VISITS - Visits made to elderly and shut-ins in addition to home visits conducted as part of intake.

SPANISH/ENGLISH AS A SECOND LANGUAGE - Not offered due to lack of staff.

ADVOCACY - Around school related or legal matters not requiring an attorney. The Social Service program receives $45,701 in CSA funds.

STAFFING

The staff funded through ABCD consists of: (1) The Coordinator of Spanish Affairs, who is responsible for the overall supervision of the program and its staff, coordination of program activities with other agencies, program documentation, and direct service; (2) One full-time and two part-time bilingual Community Workers, who are responsible for providing information, referrals, escort, advocacy and translation services (One part-time slot is currently vacant and the position may be changed back into one full-time slot.); (3) One full-time In-Take Worker who interviews the client, fills out the intake form and refers to the appropriate staff person. In addition, the program utilizes a part-time NYC Worker who assists with intake. There were not funds for a work-study student to teach the ESL and SSL classes.

Staff meetings are held weekly, and review of individual cases is provided by the Coordinator, who supervises all social services staff and programs. There is informal contact amongst all APAC components. The 419 is written by the Coordinator following staff brainstorming.

The Spanish Coordinator provides ongoing staff training and the staff is given release-time to attend school, conferences and ABCD Social Service meetings.

PROGRAM ACTIVITIES

All programs are operated out of 30 Bickford Street. The office is equipped with interviewing space, a telephone and a desk for each worker.

All activities are well-documented. The program has good Intake and Case Recording forms which are kept on each individual client. In addition, daily and monthly logs are filled out. Records are kept in a locked file, preserving confidentiality of client identifying information. Case records include all contacts with clients, and all forms pertaining to them.

According to MIS figures, the APAC is well on its way to meeting the projected service goal. The program serves mainly the Hispanic community; people from outside of their area are referred out.

Currently, six families are being seen on a long-term basis. Cases are carried until the problem(s) has been solved or necessary service has been obtained. Workers are trained to recognize that confidentiality is crucial, and not to share client information with

others. Clients are referred out by prior phone calls and sometimes accompanied by an escort. The APAC usually gets feedback from the client and/or agency following a referral; follow-up contacts are made when necessary.

RELATIONSHIP WITH COMMUNITY AGENCIES

Good coordination exists with the local Welfare office, SSI, the State Immigration Department, hospitals, the Martha Eliot Health Center, the Police Department, Officino Hispana, Council of Elders, Massachusetts Mental Health, Voluntary Lawyers Referral Service, and the State Division of Personnel Administration.

The Program Coordinator participated in the Hennigan Community School Council, and is a member of the S.W. Corridor Coalition, and the Language and Cognitive Development Center. The Coordinator also attends the monthly meetings of community workers. The agency provides translation assistance to several community agencies.

RELATIONSHIP WITH ABCD CENTRAL

Staff attend social service training sessions at ABCD and share information from these with the rest of the APAC staff. The informational materials distributed by ABCD are read and discussed by the staff.

The Coordinator utilizes ABCD technical assistance on an ongoing basis. Calls have been made and assistance given on a variety of matters. Technical assistance is also received from Massachusetts Mental Health and the Voluntary Lawyer's Referral Service.

ASSESSMENT:

The Spanish Coordinator feels that the program is better organized than a year ago with more documentation and a good flow of information. She would like to see more done to broaden the skills of community workers.

MONITOR'S COMMENT:

The program is currently very well run. The APAC has acted quickly in hiring a new Spanish Coordinator and wisely in allowing for a transition period; this should help to minimize some of the difficulties which might arise from the staff changeover.

DEFICIENCIES:

1. A Community Worker Slot is vacant.

JAMAICA PLAIN APAC

Monitoring Summary
School Age Education

Monitor: Melissa Tillman

I. General Program Description

The Jamaica Plain School Age Program is funded through the Youth Affairs Budget for $11,000. The Education Director is also the Youth Coordinator for the APAC. The goals of the program are: the provision of environments, for both tutor and tutee, where development of their educational skills can be maximized; the assistance to students interested in higher education, e.g., college or technical school; and the provision of study/library space for community residents.

II. Methodology

The monitoring session was held on February 1, 1978, in the Education Director's office, 30 Bickford Street, Jamaica Plain, MA. The Education Director was the interviewee; the meeting was relaxed and informative.

III. Monitoring Assessment

A. Organization and Staffing

As mentioned earlier, the Education Director is also the Youth Coordinator. He devotes 30% of his time to coordinating the program, supervising the YTY workers and performing counseling and referral activities. The tutors in the program number six and are YTY workers. They work 10 hours a week and provide tutoring services only. There are two volunteers working in the program. One volunteer works 4-5 hours a week super-

vising the Book Club, and one volunteer works 2 hours a week training and instructing the young tutors in teaching techniques and subject matter.

Volunteers are recruited through flyers, the community radio station and by word-of-mouth. Qualifications are only those of interest and willingness.

Tutors receive weekly training from the volunteer trainer; supervision is performed by the Education Director on site daily and tutor records are periodically reviewed. Counseling and guidance through individual and staff meetings is provided by the Education Director. Tutor evaluation occurs through utilization of the Youth Affairs evaluation form and an assessment form developed by the Education Director. Evaluations are written and kept at the APAC offices, 30 Bickford Street.

B. Participants

Participants in the Tutorial Program are in grades 2-4; educational counseling and referral, and persons using the Book Club have no age or grade level limitation. There are eight Spanish-speaking children enrolled in the Tutorial Program and bilingual instruction is offered. Program goals for the students are: 1) the up-grading of basic skills, 2) the development of positive attitudes and self-image, and 3) the provision of an environment conducive to a successful work experience for the tutors. Records are kept on attendance and testing.

Tutors assist in the recruitment of tutees. Program entrance is open with priority given to Jamaica Plain residents who are within the prescribed grade levels served.

C. Program

Tutorial Program

Reading, writing, math, and field trips are part of the curriculum. The program operates Monday-Friday, 3-5 p.m., from 30 Bickford Street. The Education Director is the program supervisor.

Book Club

A quiet place for study and utilization of library materials is available to all community residents on Saturdays, from 12-3 p.m. The library volunteer is the program supervisor.

Educational Counseling and Referral

There are two sites, 20 Ackley Place and 30 Bickford Street, Jamaica Plain, from which counseling and referral services are delivered. Such are available Monday-Friday, from 9-5 p.m.; the Education Director is responsible for service delivery. Assistance with college and technical school forms for entrance and financial aid is given.

Tutors design all lesson plans with assistance from the volunteer trainer.

Student needs are determined by discussion with parents, communication with teachers, tutor progress reports on students and student report cards.

Some of the materials used are the Betts Basic Reader for language arts, Laidlaw Arithmetic Series, Houghton Miflin's Power to Spell. Pre- and post-testing of students is done.

Student assessment is done through tutor progress reports and assessment and parent feedback. The average length of stay for tutees is 4-6 months, for tutors, the program year.

Follow-up is done by the tutor to ascertain reasons for student dropout or chronic absence.

No referral of students to other programs has occurred.

D. Program Coordination and Community Involvement

The School Age Education Program has a good relationship with the Youth Affairs Program, ABCD, who helps them with staff recruitment and workshops for YTY workers.

The Education Director is involved in the Jamaica Plain Youth Advocacy Board which coordinates programs for youth within the Jamaica Plain community.

E. Perceptions

The School Age Education Program seems to have adequate space and resource materials. They have researched available resources within the community and are utilizing them, e.g., Hennigan School pool for swimming.

The program is meeting its proposal projections, and the services being delivered appear to meet the needs of the residents served. In this instance of shared job responsibility, e.g., Education Director/Youth Coordinator where the program is

relatively small, the comprehensiveness of programming for both tutors and tutees is effective.

Deficiencies:

None

JAMAICA PLAIN APAC

Monitoring Summary:
Youth Development Program

Monitors: Claudia Boldman
Gay Stevens

BASIC INFORMATION (funding, staffing, recruitment)

Funding and Recruitment

The Youth Development Program at the Jamaica Plain APAC has been funded by CSA for $49,975 from 9/1/77 to 8/31/78. In addition, the APAC has received a grant from the Institute of Contemporary Art of $8,000 for the summer of 1978. The APAC also receives donated rental space valued at $29,772 from the Boston Housing Authority and the Brookside Family Life Center for the period of 9/1/77 to 8/31/78. The YDP at the Jamaica Plain APAC has been in operation for 12 years.

In order to inform and/or recruit area residents for this program, a number of conventional methods have been used. Among them are local newspapers, flyers, word-of-mouth, and the radio station in the Project. All activities are open to the entire community. There is no selection process; participation is determined on a first come, first served basis because of space and staff limitations.

The interview was conducted on January 19, 1978. The respondent was the Educational Director/Youth Coordinator.

Staffing

The Youth Development Program utilizes 10 staff members. They are as follows:

Title	Salary	Status
Educational Director/ Youth Coordinator	$9,400	70% time
Youth Worker (Teen Center)	$7,130	full-time
Carpentry Shop Coordinator	$9,450	full-time
Assistant Carpentry Coordinator	$7,800	full-time
6 work enrollees	$7,070	full-time

In addition to this paid staff, the program has two volunteers who contribute a total of 6 to 10 hours a week. Among their functions are the supervision of the book club and the training of tutors. Volunteer time is documented as local share.

PROGRAM ACTIVITIES AND SERVICES

1. Carpentry Training. This activity takes place in a facility at 20 Ackley Place donated by the Brookside Family Life Center. The schedule is Monday through Friday from 9:00 to 2:00 P.M. The activity is supervised by the Carpentry Coordinator.

Eight youth are presently enrolled in the Carpentry Training activity. Enrollment is limited to eight in order to provide very close supervision.

The monitors visited the Carpentry Training shop and saw some of the work being done. This activity serves out-of-school youth. Participants learn basic carpentry skills and are also involved in sophisticated projects such as designing houses and solar heating systems. The respondent points out that this activity has operated with excellent success.

2. CSA Work Program. There are six youth presently working in this program. They are supervised by the Educational Director/Youth Coordinator. Enrollees work Monday through Friday from 3:00 to 5:00 P.M. at the APAC library (30 Bickford St.). Unfortunately, there is not enough money in the youth budget to enroll more youth.

3. Weekend Camping Trips (summer). The respondent estimates that 50 youth will participate in this activity this summer. Supervised by the Educational Director/Youth Coordinator, these trips are limited to 10 youth per weekend. The trip site is the Appalachian Mountain Club in the White Mountains, New Hampshire. Trips take place every other weekend during the months of June, July, and August. The respondent cites that the par-

ticipants are very enthusiastic about this activity.

4. Summer Recreation Program. This activity takes place during the summer months and operates out of the Teen Center. The program includes activities such as sports, trips, and picnics. One hundred youth are estimated to participate this summer. The respondent feels that more youth could be served by this program. The Youth Worker is the supervisor.

5. Community Services. This activity will take place during the summer. It is funded through a special $8,000 grant from the Institute of Contemporary Art. This special summer project will result in the construction of a tot lot and park in the Jamaica Plain Project area (Bickford St.). Twenty to twenty-five youth are expected to work on this project. They will be assisted by Summer Work Program enrollees. The Educational Director/Youth Coordinator will supervise this activity.

6. Cultural Enrichment. This activity operates out of the APAC library, 30 Bickford St., from Monday through Friday, 9:00-5:00 P.M. The program includes activities such as bus trips, museum visits, movies, sporting events, plays, and outdoor recreation. Forty youth presently participate; no more youth can be accommodated because of lack of funds and staff. The Educational Director/Youth Coordinator supervises this activity.

7. Escort and Referrals. This activity presently serves 40 youth and is supervised by the Educational Director/Youth Co-ordinator. No more youth can be served because of limited staff. The activity works out of the APAC library, Monday through Friday from 9:00 to 5:00 P.M. The respondent cites that the problem with this activity is that there is no time to personally escort all the participants.

8. Teen Lounge. The Teen Lounge is located in the basement of 30 Bickford St. It is open Monday through Friday from 2:00 to 7:00 P.M. The Youth Worker supervises the Lounge. A staff person is on the premises at all times while it is open.

The equipment available at the Lounge includes a kitchen, pool table, ping-pong, juke box, and pinball. Sewing and arts and crafts are offered as structured activities. During any given week, 50 to 75 youth use the Teen Lounge.

9. Intake and Referral. The Educational Director/Youth Co-ordinator is the only YDP staff member who performs intake and referral services. All referred youth are followed up mostly by phone. The only records kept of the intake and referral process are MIS forms.

The following is a list of agencies and programs which are

generally used for referrals:

ABCD Youth Affairs Dept.	-	job placement, counseling
Youth Activities Commission	-	job placement, counseling
Neighborhood House	-	recreation
Community Center	-	recreation
Curtis Hall	-	recreation
Hennigan and Agassiz Community Schools	-	recreation
Martha Eliot Health Center	-	physical check-ups, health problems
Brookside Park Health Center	-	physical check-ups, health problems
J. P. Mental Health Center	-	emotional problems
Roxbury Legal Aid	-	legal problems
Neighborhood Employment Center	-	job placement and counseling
ABCD Personnel Office	-	job placement
Hennigan Community School	-	tutoring and training programs
Agassiz Community School	-	tutoring and training programs
Bromley Cross Education Center	-	tutoring and training programs

The following is a list of the average number of youth referred during any given month for each service:

Youth Services	-	70
Health Services	-	15
Legal Services	-	2

Employment Services - 40

Education Services - 25

These statistics can be documented through MIS forms.

10. Counseling. Informal counseling is offered at the Jamaica Plain APAC by the Educational Director/Youth Coordinator. He is supervised by the APAC Executive Director. The present active caseload for the counselor is six youth.

Each youth is seen at least once a week by the counselor. They are counseled both individually and in groups. No needs assessment or counseling strategy is utilized for the counselees. Parents are at times included in the counseling sessions and home visits are made. Youth are usually provided counseling for the duration of the program year. No case counseling records are kept.

The counseling component ordinarily makes referrals to the same programs and agencies listed in # 9. Referred youth are followed up by phone and in person. The counselor does not receive training in counseling and his skills are not evaluated periodically. Counseling has been provided in the areas of education, employment, health (birth control, VD) and drug abuse.

MIS REPORTING

According to the respondent, MIS forms have been submitted regularly to ABCD. MIS categories, however have to be updated and old activities should be deleted.

COMMUNITY YOUTH DEVELOPMENT

The Jamaica Plain APAC does not have a Youth Council. However, the APAC board has four voting youth representatives. The APAC board also has a Youth Committee which meets once a month. There is no direct communication between the youth staff and this committee. Any recommendation comes through the APAC Director.

The YDP has sponsored and participated in Jamaica Plain Youth Week.

TECHNICAL ASSISTANCE

The respondent feels that the staff needs technical assistance with this program, specifically in the areas of collecting information on program events and resources and tapping funding resources. The YDP has requested technical assistance from the Hennigan Community School. The request was made in October, 1977 for swimming lessons. This assistance was received at no

cost to the APAC. The YDP has received no unsolicited assistance.

PROGRAM COORDINATION

The Jamaica Plain APAC works with a variety of community agencies to deliver services to youth:

Bromley Heath Community Center	--	recreation and information
Jamaica Plain Neighborhood House	--	recreation and information
Jamaica Plain Little City Hall	--	counseling and information
Hennigan Community School	--	education and recreation
Agassiz Community School	--	education and recreation
ABCD Youth Department	--	employment and counseling
Martha Eliot Health Center	--	health and counseling
Brookside Family Life Center	--	health and counseling
Curtis Hall	--	recreation
Appalachian Mountain Club	--	recreation
Neighborhood Employment Center	--	training and counseling
Other APACS	--	information, counseling, and job placement

CONSISTENCY WITH 419

The Special Program for Spanish Youth is no longer in operation

and should be deleted from the 419. The staffing should also be revised. In addition, the budgeted salaries of the Youth Coordinator and Youth Worker do not coincide with the information contained in this report.

PERCEPTIONS OF RESPONDENTS

The respondent feels that the best feature of the YDP is the Carpentry Training Program. He also points out that the program could be improved by providing additional funds for the work program, for additional staff, and for the expansion of the carpentry shop in order to allow for increased participation.

The respondent feels that the most outstanding improvement since the last monitoring has been the opening of the carpentry shop which has been an overwhelming success. He also feels that there are less problems with the YDP since the last monitoring. This is attributed to the fact that the status of the Youth Worker was changed from 75% time to full-time, and the fact that the carpentry shop was put into operation and an Assistant Carpenter was put on board.

MONITORS' BRIEF ASSESSMENT

The Jamaica Plain YDP appears to be operating in a manner con-

sistent with the 419. The monitors were surprised to find that, unlike other YDPs, the Jamaica Plain YDP does not keep internal records of its youth services and activities. The only type of documentation that takes place is through MIS forms. The monitors feel that serious consideration should be given to developing an internal recording system to Document Services provided. The monitors were favorably impressed with the Carpentry Training Program and feel it is a program worth expanding.

DEFICIENCIES:

1. The 419 should be revised to delete activities no longer operating, to reflect the changed staffing pattern and update MIS categories; specifically,

   a) The presently operating Teen Center is not included on the current 419;

   b) The Sports Program does not exist as a separate and distinct activity;

   c) The Special Program for Spanish Youth no longer exist.

JAMAICA PLAIN APAC

Monitoring Summary
Senior Opportunities

Monitor: Nancy Dale

PART I GENERAL PROGRAM DESCRIPTION

The Jamaica Plain Senior Center is located in the Bromley Heath Housing Project and serves the elderly tenants of that project, as well as providing information and referral to elderly persons in other parts of Jamaica Plain. The center provides social services, recreation, education and a drop-in center. It is staffed by a senior advisor, a secretary, both of whom are full-time, and several volunteers.

PART II - MONITORING METHODOLOGY

The interview was held Thursday, January 19, 1978 at 10:00 A.M. at the Senior Center at 285 Centre Street. The APAC Director, the Senior Advisor and the Secretary were in attendance.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. Organization and Staffing

CSA Funded Staff:	Salary
Full-Time Senior Advisor	$9,450.00
Full-time Secretary	$7,000.00

About ten volunteers from the housing project, as well as college students from Simmons put in an average of fifteen hours per week answering the telephone, greeting seniors at the center and assisting with center activities.

B. Participant Information

Most of the 300 participants in senior center activities are residents of the Bromley Heath Housing project. Most of these participants live in the six "elderly housing" buildings. Other residents of Jamaica Plain and Dorchester are assisted with information and referral. Jamaica Plain is an area with the highest influx of elders in the city, according to the APAC Director.

C. Program Activities

Most of the activities in the senior program revolve around the senior center, which is located at 285 Centre Street, in an apartment in the elderly housing at Bromley Heath. Social Services such as information and referral, escort service, shopping trips, mail delivery and crisis intervention are available. The senior center is open from 9:00 A.M. - 5:00 P.M., Monday through Friday and offers recreation such as trips, parties, weekly beano, arts and crafts, and guest speakers. Every month the participants meet to plan future programs. In addition, the center provides a link between residents and the community. They accept and distribute parcel post mail, communicate to the Tenant Policy Council and the Housing Authority on behalf of elderly tenants.

D. and E. Program Coordination and Community Involvement

The Senior Center staff works with other agencies in the area and has close ties with the Martha Eliot Health Center. The Senior Advisor is Vice-President of Area II Home Care

and sits on the Board of the Council of Elders.

F. Interviewer's Perceptions

The Senior Program in Jamaica Plain has been in existence for eleven years and has obviously built up a warm, trusting relationship with the elderly persons they serve. The Bromley Heath Housing Project, with a tenant security patrol, has become a safe environment for elderly persons and the senior center appears to do an excellent job of providing supportive services to the residents. The senior advisor is active on community boards and knowledgeable about services in the community.

Since the Jamaica Plain area does have a high influx of elderly persons, a greater effort at outreach and publicity aimed at elders who do not live in Bromley Heath, would be appropriate. Notices in the Jamaica Plain Citizen and other local publicity efforts would be helpful.

Health is an issue of concern to the elders in the Center according to the interview. The monitor would like to see more focus on health issues -- more guest speakers discussing topics like nutrition, health services, etc. One program monthly focusing on health would be helpful.

Deficiencies:

None

MONITORING SUMMARY REPORTS

NORTH END

APRIL, 1978

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NORTH END NEIGHBORHOOD SERVICE CENTER

Monitoring Summary:
Administration & Community Involvement

Monitors: Floyd Hardwick
Lenny Hills
David Curtis

Overview:

The North End Neighborhood Service Center is a centrally managed program under the policy governance of the ABCD Board of Directors. Administratively, the Center is a part of the Division of Community Services of ABCD, operating through the Department of Community Coordination, with day-to-day operational responsibility delegated to a center director. Program staff at the Center receive professional guidance, training and technical assistance from the Center director and from relevant program departments at ABCD Central.

Briefly, the North End Neighborhood Service Center was established after a vote of the ABCD Board of Directors, on 3/23/77, to assume central responsibility for the CSA-sponsored services in the North End section of Boston because of irregularities in previous operations.

During fiscal year 1977-78, the North End Neighborhood Service Center will receive a total of $112,048 in CSA funds to operate programs in the areas of: school age education, adult education, youth development and senior opportunities. In addition to these services, ABCD also sponsors a Head Start program, a Neighborhood Employment Center, and an Alcoholism counseling program for the low-income residents of the neighborhood.

The fact that the Service Center is centrally managed necessitates an adaption of the usual monitoring format. The methodology

that was used included on-site visits and interviewing of the Acting Center Director, members of the Advisory Committee and program staff. The monitoring reports are a summation of this information, and are organized as follows: one report dealing with central management and community involvement; and an individual report on separate areas of program operation, i.e., education, youth development and senior opportunities.

Administration

A. Staffing

At the time of the monitoring, the respondents reported that the current CSA budgeted staff is ten (10); that eight of these positions are full-time and two are part-time. This coincides with ABCD Personnel records with one exception that there are also four (4) part-time work study students budgeted. The respondents also noted that there are presently a number of vacancies; two (2) positions in the Senior Program (vacant since 4/77); one in the Youth Program (vacant since 9/77) and two work study positions (vacant since 9/77). Almost all of the present staff have been with the agency for less than one (1) year.

Job descriptions for all personnel presently employed are current and on file with the Personnel Office at ABCD. All job responsibilities and functions of the current staff are accurately reflected in their job titles, with the exception of the Senior Supervisor. Her responsibilities are somewhat broader than those indicated by the present job description.

The staffing chart showing the lines of authority and supervision indicate the NESC Director is responsible to the ABCD Director of Community Services Division and that the supervisor of each program area in the agency is responsible to the NESC Director.

There have been no personnel grievances and no staff disciplinary actions since 9/1/77. However, there have been a number of resignations including one (1) senior aid, the youth supervisor, and the education supervisor.

The Acting Director expressed his concern that the hiring practices of ABCD as related to the NENSC result in a long delay to bring on new staff.

B. Additional Sources of Funding

In addition to the $112,048 of CSA funds previously cited, the NENSC has received $4,500 (equipment and supplies) during this program year for its Youth Development Program as part of a $20,000 CDBG grant provided to service agencies (the Christopher Columbus Community Center and the North Bennett Industrial School).

In-kind contributions to the NESC are primarily in the form of space. Such space is donated by the following organizations:

The Christopher Columbus Community Center
St. Leonards Church
North End Union
North Bennett St. Industrial School
Knights of Columbus

In response to the question concerning the value of these contributions, the Acting Director stated that he was in the process of determining these values and developing a system for documenting them.

Contributions of space have also been solicited from other North End groups and organizations but these efforts have not resulted in success to date. The monitors share the concern of the Acting Director that new and adequate space

be found for the NENSC but recognize the difficulty of locating space in this congested section of the City.

Since September, the NENSC has developed, in conjunction with ABCD, several proposals; one for elderly program and one for a youth community conservation project. Neither of these efforts resulted in additional funding.

C. Reporting

The NENSC utilizes two separate reporting systems: monthly budget read-outs from the ABCD Budget Department and the MIS statistics.

The Acting Director finds the monthly budget reports useful in helping to plan for refunding. He uses them to project funding levels for the next years program activities and feels that these reports provide adequate information for financial purposes.

The MIS reports are used to determine if the agency is providing services to the extent projected on the program 419. Both department heads and staff fill out MIS forms which are then forwarded to the administrative Secretary for aggregation prior to submission to the ABCD Planning and Program Development Department.

According to the respondents, the programs which have hot been meeting service projections are the Youth Development Program and the School Age and Adult Programs. This, they stated, was due to these programs' being understaffed and for practical purposes non-existent during this period of the program year. However, the respondents fully expect to meet these projections before the end of the program year because staff to manage these programs has recently been hired.

D. Refunding

During the refunding process, the Acting Director works with each program supervisor to develop program descriptions and budgets. These documents are

based upon the current year's experience and newly identified needs in the service area. Once this process is completed, the documents are reviewed by the NENSC Advisory Committee and forwarded to Central ABCD. Essentially, this is the way in which all appropirate persons having formal responsibilities for agency operations are familiarized with the program descriptions and budgets. Changes in these descriptions and budgets during the period of a program year are effected in essentially the same manner.

E. Relationship with ABCD Central

The Acting Director feels the relationship between ABCD Central and NENSC is a good one, based primarily on the nature of the relationship between the NENSC and Central departments in regards to technical assistance. He works closely with Community Coordination on policy issues related to community organization, with the Director of the Youth Affairs Department on the Summer Youth Program, and with the ABCD Deputy Executive Director to expedite solutions to problems of a special nature.

However, he feels that since the NESC is in the position of not having an officially incorporated Board of Directors, there may be a need for a separate set of organizational practices governing an operation such as the NENSC.

The Director believes his major responsibilities are to assure that NENSC operations conform to CSA guidelines and ABCD policy; to develop and utilize community support; seek new funding; and insure that the staff at the center receive on-going support in their efforts to operate effective programs.

F. Community Involvement

Administrative/Advisory Committee Relationship

According to the Acting Director, the relationship between the Advisory Committee and the administration of the NENSC is excellent. He feels

their primary responsibilities are to provide advice and support towards strengthening existing programs, to develop new programs, and to participate in the planning and development of a formal community organization structure. He feels that his major responsibility to this committee is to keep them informed on the progress and needs of programs operated by the agency.

In addition to the involvement of the Advisory Committee, the NENSC operates joint programs with the North End Union, the Christopher Columbus Center, St. Leonard's Church, and the North End Athletic Association. These relationships include services provided in the areas of arts and crafts, toy drives, education, summer feeding, and recreation. The agency participates in local organizations such as the North End Neighborhood Council, the Womens' Advisory Committee to the North End Health Center, and in city-wide organizations such as the Commission on Elderly Affairs, the Area Home Care Corporation, Human Services Providers Coalition and The Harbor Area Mental Health Board.

H. Assessment

The monitors feel that the NENSC has made great strides in regaining the confidence of the community that it serves and in putting into place the staff and programs to meet that community's needs.

According to the respondents, the major accomplishments of the past year have been: 1) the developemnt of positive relations with the community it serves; 2) the significantly strengthened coordination of its senior services program; 3) the aquisition of a first rate staff; 4) the establishment of a YTY program for the first time in years; and 5) the purchase of a new van for use in the elderly program. The major difficulties were thought to be the re-structuring of the agency programs and acquiring sufficient space within which to operate these programs.

Deficiencies:

None.

NORTH END SERVICE CENTER

Monitoring Summary:
School Age Education and Adult Education

Monitor: Melissa Tillman

I. General Program Description

The North End Service Center has been in a state of flux and was unable to employ a qualified Education Supervisor at the start of the program year. As of December 1, 1977, the position was filled. The following accounting represents the program planning and development to date and should be considered a progress report in lieu of that of monitoring (which might be performed at a later time).

Goals: School Age Education

A. Basic Education: To provide high school and middle school age children with basic reading and writing skills which assist in the development of their reasoning and problem-solving capabilities.

Activities:

1. Development of curricula to improve the processing and learning abilities of twenty-five, 14-16-year-olds through theater and role playing techniques that will increase their reading and communications skills.
   Weekly meeting, 3 hours' duration.
2. Development of an in-school tutoring program for fifteen students, grades I-VI, Monday-Friday, 2 hours' duration.

B. Cultural Enrichment: To provide youngsters with cultural and artistic educational experiences. (25 youngsters)

Activities:

1. Oral history (seminars and discussion groups).

2. Field trips.

3. Cross cultural experiences.

Meetings twice monthly.

C. Art Classes: To provide basic lessons in art to fifteen children of all ages.

Activities:

Recruitment of participants; sessions as needed.

II. Methodology

The interview was held on January 26, 1978, at the North End Community Action Program offices, 20 Parmenter Street, Boston. Present was the interviewer and the Education Supervisor. The session was relaxed.

III. Monitoring Assessment

A. Organization and Staffing

The Education Supervisor is full time and since December 1st she has been arranging for two work-study students to provide tutoring services and 1) assist in the development and implementation of a young mothers' group; and 2) help with parent organization. Available now is the Art Instructor, a volunteer who works 10 hours a week. Training and supervision will be provided by the Education Supervisor as necessary. She plans that site visits and tutor assessments will be part of her staff guidance procedures.

B. Participants

As detailed earlier, plans are for 25 children to participate in the tutoring and cultural enrichment programs; art classes will be limited to 15. Bilingual instruction will be offered in Italian. Through contact with the teachers and informal assessment within the community, the education needs of the students enrolled appear to be achievement at grade level and understanding that learning is a positive experience. Student progress will be evaluated through frequent interaction with teachers, tutor assessment, and reports from parents.

C. Program

New program plans and emphasis as mentioned above have been determined; the program proposals (419) for 1977-78 were developed prior to the tenure of the present Education Supervisor and were felt to be in need of change.

The Education Supervisor feels that the revisions will: 1) develop community awareness and raise its level of consciousness; 2) increase the basic skills of the participants; 3) reinforce pride in their community while providing important cross cultural experiences; and 4) reverse their feelings of powerlessness. The selection process will be open until that time when the program becomes so large that other criteria would be used. Referrals and counseling will be provided. The North End Service Center is negotiating for expanded and adequate space in the community from which to operate their pro-

grams; equipment, books and supplies that meet program needs will be purchased at a later date.

D. Program Coordination and Community Involvement

On-going community outreach to the North End about the educational program offerings is performed through local newspaper articles and advertisement, direct contact with agencies, community people, the schools and teachers. The Education Supervisor is active in the North End Neighborhood Council and the Youth Collaborative.

E. Perceptions

The Education Supervisor while new appears to have gotten out into the community to better know it, and it she. The plans for programming seem sound and realistic. The Education Supervisor's relationship with the North End Service Center's Director appears good with apparent support from him and staff. Her background in education and community involvement, her bilingual ability and approaches to program design should serve her well in the implementation of a strong Education Program for the North End community.

GOALS: Adult Age Education

A. To provide ESL classes for twelve North End residents and provide GED classes for twelve North End residents.

ACTIVITIES

1. Recruit students for ESL and GED classes; recruit and train staff to teach such classes.
2. Operate two ESL classes and two GED classes, between the hours of 9:30 and 11:30 A.M. Monday and Wednesday, 7:00 to 9:00 P.M. Tuesday and Thursday, and 9:30 to 11:30 A.M. Tuesday and Thursday, 7:00 to 9:00 P.M. Monday and Wednesday, respectively.

I Monitoring Assesment

A. Organization and Staffing

The Education Supervisor for the School age Education program is also the supervisor for the Adult Education Program. Since her arrival on December 1, 1977, she has been able to recruit several volumteers and has begun the implementation of the GED program. According to the NESC Acting Director, the scope of activities for this program will be expanded to include such activities as work shops dealing with issues related to consumer fraud, the making of contracts, and the attainment and use of legal assistance, in addition to the ESL and GED programs described on the 419.

B. Participants

Though there appears to be a feeling of flexibility concerning the number of participants to be involved in the program, the staff still projects servicing 24 North End Adults. However, it is projected, based on the present inrollments, that those serviced will be out of school adults between the ages of 17 and 20 with a

desire for instruction in Italian in addition to the above mentioned activities.

C. Program

As indicated earlier, the scope of proposed activities for the Adult Education program has been expanded to meet broader needs identified by the newly hired Education Supervisor; and as mentioned in the discription of the school age Education program, this expansion will achieve substantially the same results for its participants.

D. Perceptions

The acting Director of the NESC appeared to have the fullest confidence in the abilities of the Education Supervisor and felt that the other aspects of the Adult Education Program would develop in much the same manner as the School Age Education Program.

Deficiencies:

None.

NORTH END SERVICE CENTER

Monitoring Summary: Monitor: Roy Sherman
Youth Development Program

GENERAL INFORMATION (funding, staffing, and recruitment)

The NESC Youth Development Program (YDP), administered out of 20 Parmenter Street, is funded by CSA for $20,977 from 9/1/77 to 8/30/78. The NESC as part of the Teen Collaborative (comprised of five key North End agencies), has also received $4,500 in Community Development Block Grant funding. The North End's Youth Program has been in operation for a total of 12 years.

During the past few years, some major changes have occurred in the program's content and direction. For many years, the YDP was essentially a work-enrollee program. A couple of years ago, a teen center program offering counseling services and recreational activities became the APAC's major focus. Beginning on 9/1/77, the Center has again reorganized its youth program; the 419 and information gained from the interview indicate a concentration on career guidance and

vocational counseling, educational assistance to actual or potential dropouts, recreational activities and events, and participation in numerous neighborhood festivities.

At the time of the monitoring, the North End YDP consisted of one staff member (the Assistant Youth Coordinator) and one work study student, who works approximately 8 hours per week. The Youth Coordinator was hired on January 23, 1978. Staff salaries total $11,800 per year. In addition, one volunteer contributes 6 hours per week to the GED preparation and recreational activities. Volunteer time has not been documented under local share. The monitor suggests local share documentation of all volunteer time.

The North End YDP has been advertised in the Regional Review. Locally, fliers and posters have been used. In addition, St. Leonard's Parish and the North End Library have also publicized program offerings.

The Assistant Youth Coordinator indicated that everyone who applies for any facet of the program is accepted. Generally, participants are from 12 to 17 years of age.

The monitoring interview occurred on Janaury 18, 1978. Participating in the interview were the NESC Acting Director, Assistant Youth Coordinator, and Education Supervisor.

PROGRAM ACTIVITIES

The North End's Youth Program is summarized below:

1. Recreation. Presently operated out of the Christopher Columbus Center (CC Center) at 44 Prince Street, recreation activities consist of a basketball clinic, general after school recreation, picnics, outings, and, during the summer, baseball and swimming. The CC Center's Youth Worker coordinates the recreation activities in conjunction with the NESC. At the time of the interview, 23 youth were said to have been enrolled. However, MIS reports a cumulative total of 0 through the month of December, 1977. The NESC plans to undertake a "small fry league" (90 youth) in the spring of 1978.

2. Role-Playing Video Workshop. This activity operates out of the CC Center on Wednesday afternoons from 3:00-5:00 pm. Eight girls are currently enrolled and are supervised by the Education Supervisor, who indicated that a boys' section is being planned. The video workshop is intended to allow youth to see their own behavior in much the same way an actor/actress does with immediate video replay. One aspect of the program involves teaching youth to use the video equipment. Other program activities include instruction in basic role play techniques, values

clarification, decision making exercises, self-confidence building, and assertiveness training. Once basic techniques have been learned, role play sessions involving job interviews and other real-life situations will be conducted. The activity has developed from meetings of the Teen Collaborative.

3. GED Preparation. The Assistant Youth Coordinator instructs 6 youth in preparation for obtaining General Equivalency Diplomas. Classes are held at the CC Center on Monday and Thursday from 5:30-7:30 pm. Equipped to serve a few more youth than are presently enrolled, the activity is a general education course tailored to each participant's needs and abilities. Again, MIS documentation of this activity is totally lacking.

4. Face-to-Face Counseling. The Assistant Youth Coordinator performs some counseling. At the time of the monitoring, 5 youth were being counseled twice weekly on a group basis. Counseling generally takes the form of vocational and educational (including GED) assistance. No caseloads are kept. The Assistant Youth Coordinator stated that he has taken courses in counseling but his counseling skills have not been formally evaluated. The duration of counseling services is quite variable and will last "as long as necessary." Referrals of counselees to other agencies or programs has not been necessary,

according to the respondents.

MIS REPORTING

MIS reporting is quite insufficient. Three of four reporting categories show a cumulative total of 0 through the month of December, 1977. The monitor recommends that all currently operating activities be reported immediately. If the existing reporting categories do not accommodate current activities, a new reporting category entitled "Special Programs" should be established. As the activities listed in the 419 become fully operational, MIS documentation needs to proceed without delay.

NESC YOUTH INVOLVEMENT IN THE COMMUNITY

The NESC does not sponsor a Youth Council. It is, however, a member of the Teen Collaborative, which consists of five North End agencies. The agencies (North Bennett Street Industrial School, North End Health Center, North End Union, Christopher Columbus Community Center, and APAC) meet regularly to discuss youth problems and to plan the creation of new programs and the expansion of old ones.

During the past six to eight months, the North End Youth Program has sponsored and participated in a large number of neighborhood festivities. As the APAC begins to again redirect itself, the monitor finds it reassuring that this phase of the APAC's work is so strong. Among the festivities in which the YDP has been involved are the following:

1. Endorsed the play Godspell, and sponsored one segment of the musical.

2. Participated in Cardarelli Cabaret at the CC Center.

3. Endorsed and participated in a Halloween Night for North End Youth.

4. Participated in Columbus Day celebrations.

5. Endorsed and participated in a mini-festival entitled Pushcart. Used to raise money for St. Leonard's Parish.

6. Sponsored a disco concert at which 400 youth participated.
7. Participated in "interfaith folk services" sponsored by various North End parishes. Involving persons from many different religious backgrounds, the activity is expected to become ongoing.

TECHNICAL ASSISTANCE

The respondents cited at least four major areas in which technical assistance is needed: ongoing support from the community and from ABCD, assistance in proposal writing, expansion of programs, and improved public relations.

During the past several months, assistance has been requested and received at no cost from numerous sources. In all cases, the assistance received was the same as requested. In some cases, the assistance is being received on an ongoing basis.

1)	ABCD	- proposal writing, staff recruitment, program information and advice
2)	Mass. Council of Human Service Providers	- request for proposals
3)	Teen Center Alliance	- funding and proposal development
4)	School Volunteers of Greater Boston	- ESL and GED volunteers

5) Teen Collaborative - assistance in operating programs and in preventing program overlap

6) Colleges and Universities - volunteers

7) Care About Now (DDR) - drug rehabilitation materials

Finally, the NESC has also received unsolicited assistance from the Learning Guild in setting up intergenerational programs.

PROGRAM COORDINATION

The NESC works with the following agencies, in particular, to deliver services and programming to area youth:

Name of Agency	Nature of Relationship
No. Bennett St. Industrial School	a. Foster understanding of problems and needs of North End youth.
CC Center	b. Create more community concern for area youth.
North End Union	c. Prevent program duplication
North End Health Center	d. Develop unity in purpose and scope.
(Above four are members of Teen Collaborative).	e. Sponsor collaborative programs.
ABCD	- general assistance, staff recruitment, approval of activities
St. Leonard's Parish	- space acquisition to run programs
North End Library	- cosponsor activities
North End Athletic Association	- cosponsor activities

Lab School (West End House) - learning about Boston

419 COMPLIANCE

At the time of the monitoring, the NESC had not begun to accomplish the activities or goals of their 419 in any substantial way. For example, activities 1, 3, and 4 of the 419 were essentially non-operational. Furthermore, activities operating at the time of the interview, while potenially good, are not specifically found in the 419. The only exception is the GED program which satisfies the fifth activity described in the 419. The monitor believes that the major cause of this deficiency is the delayed employment of a full-time Youth Supervisor whose job it is to ensure that the 419's content is carried out and who could have also been involved in the 419's preparation.

The NESC Director stated that the 419's activities will be begun to be set up as soon as the Youth Supervisor assumes his duties on January 23, 1978.

The monitor recommends that: (1) the Youth Supervisor be given a copy of the current 419 so that he understands what is expected of the APAC relative to youth programming; (2) the Youth Supervisor begin immediately to undertake the establishment of the 419's proposed activities; and (3) the Youth Supervisor participate in the revision of the current 419 so that he may offer his own background and expertise in proposing programs that he will be responsible for planning and implementing in the upcomimg program year.

PERCEPTIONS OF RESPONDENTS

The general consensus of the respondent is that the current 419, though not fully implemented yet, offers many good features. For example, the programs are geared toward educational activi-

ties such as GED preparation. The informal drop-in center, though still existent, no longer receives the primary emphasis. In addition, programs like vocational career counseling better meet the needs of the community.

Other positive features of the North End YDP include increased administrative supervision and direction, and effective agency collaboration (as evidenced by the Teen Collaborative).

The respondents were quick to add that there are several ways in which the program could be improved:

1) additional staff to plan, develop, and implement activities.
2) a greater professional structure to programs.
3) additional space for staff, anticipated volunteers, and activities.
4) additional volunteer recruitment and involvement of volunteers in setting up and operating new programs.
5) ongoing staff meetings for brainstorming and troubleshooting.
6) workshops with other APACs and ABCD.

MONITOR'S BRIEF ASSESSMENT

Based upon the information received at the interview, the North End Youth Program is not currently fulfilling all of the require-

ments set forth in the 419. Several activities listed in the 419 are not yet operating, currently enrollments are substantially short of projected enrollemnts, and the Youth Coordinator was not hired until January, 1978 (four months after the start of the program year). For the reasons given in the body of this report (refer to section on "419 Compliance"), the monitor can understand why much of the 419 has thus far only been superficially achieved.

Since the new Youth Coordinator was hired only recently, it is unlikely that any major programmatic thrusts will immediately occur. Therefore, the monitor requires that by the end of May, 1978, the NESC forward to ABCD's Youth Affairs Division and ABCD's Planning and Program Development Department a detailed description of its youth program activities, including enrollments, locations, hours of operation, achievements, and difficulties; and at that time, ABCD's Youth Affairs Division will monitor and evaluate the description received from the NESC (through follow-up interview if necessary) for compliance with and fulfillment of the 419.

Deficiencies:

1. The program does not fully comply with the NESC's youth development 419 in the ways and for the reasons described in the body of this report. (Refer to section on "419 Compliance.")

2. MIS reporting in the following program categories is totally lacking: recreation, career counseling, and dropout program (GED preparation).

NORTH END SERVICE CENTER

MONITORING REPORT
SENIOR SERVICES

MONITOR: VIRGINIA ROBINSON

DATE OF INTERVIEW: January 24, 1978

PLACE: NORTH END SERVICE CENTER
20 Parmenter Street
Boston, Massachusetts

PRESENT: ACTING DIRECTOR
SENIOR ADVISOR
SENIOR AIDE
YOUTH COORDINATOR

PART I - GENERAL PROGRAM DESCRIPTION

The Senior Program in the West End is provided with the full time service of the Senior Advisor. The bulk of her time is spent meeting with government groups and agencies in effort to bring services into the West End. She also oversees a senior drop-in center (in Hill House, 74 Joy Street) and does a small amount of outreach and home visits.

The senior program in the North End has been recently disrupted by changeover of staff. However, the senior drop-in center has continued to function. The program has been staffed during the interim period by the Acting NESC Director, with a Senior Aide newly hired taking over responsibility. This program also provides information and referral, escort service, individual support services, recreation and advocacy.

The Acting NESC Director plans a needs assessment in order to determine just what services the Senior Program should offer.

PART II - MONITORING METHODOLOGY

The interview took place on January 24, 1978 in the North End Service Center with four (4) staff members present. The interview proceeded with all senior staff thinking carefully through their activities and plans, apparently trying to give as complete a picture as possible.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. ORGANIZATION AND STAFFING

The present staffing includes one full-time senior advisor and a full-time senior aide. A half-time work study student is expected soon to be located. The funding of $31,970.00 will allow for two more senior aides. As soon as the needs assessment is completed, the ideal use of other staff should be clear, and as soon as more space is secured in the North End, room for another staff person there should be available. Present staff are delegated: Senior Advisor to West End; Senior Aide to North End.

B. PARTICIPANT INFORMATION

North End - approximately 2000 seniors age 65 and/or 3000 age 55 and West End - approximately 2000 seniors age 65 and or 600 age 55. Needs of Seniors are primarily economic in the view of staff, including inadequate housing, lack of bilingual service delivery, lack of information on services and rights, lack of transportation and lack of recreation center foremost. Seniors

themselves are reported as desiring a recreation center, transportation, housing, security, homemaker and chore service and affordable health care for those just above poverty level.

C. PROGRAM ACTIVITIES

In spite of minimal staffing, elders have been organized in recent months to testify at meetings on local community development funding -- for senior center, more lighting, street repairs; with home care and MCOA for increase in social security, against mandatory retirement and medicaid and welfare cuts; against influx of clubs and licensing to sell alcohol and for more housing and working out a fair tenant selection process.

D. PROGRAM COORDINATION

The West End Senior Advisor meets and/or coordinates with an exhaustive (and for her surely exhausting) list of neighbohood, city and state agencies and appears to derive more and better services for her area thereby.Few senior citizens are involved in these activities because the senior advisor says, the more active people are no longer with the program.

In the North End, staff meets and coordinates services with critical other agencies. The plan of the Acting Director is to institute a year round planning effort, meeting with heads of senior clubs and agencies to plan all senior programs together.

E. GENERAL COMMUNITY INVOLVEMENT

Both North End and West End staff members are on a number of

critical local boards and councils.

F. INTERVIEWEE'S PERCEPTIONS

In West End, needed are:

1. More involvement of seniors in advocacy.

2. More outreach. Senior Advisor recently estimated seventy contacts in one month, of whom most were regular drop-in attendees.

The new program will make further funding decisions and delegate staff on the basis of needs assessment to be completed soon. It does not seem fair to make these recommendations in the form of deficiencies in view of the limited funding for the program to date. The Senior Advisor works many hours overtime and is extremely knowledgeable and diligent in senior community political activity.

Meanwhile, with no staff, the Acting Director has made excellent progress in organizing seniors around social issues, initiating needs assessment and manning drop-in center.

DEFICIENCIES:

None.

MONITORING SUMMARY REPORTS

PARKER HILL-FENWAY

APRIL, 1978

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PARKER HILL/FENWAY

NEIGHBORHOOD SERVICE CENTER

Monitoring Summary:
Administration & Community Involvement

Monitors: Susan Cocco
Tom Perry

Overview:

The Parker Hill/Fenway Neighborhood Service Center is a centrally managed program under the policy governance of the ABCD Board of Directors. Administratively, the Center is a part of the Division of Community Services of ABCD, operating through the Department of Community Coordination, with day-to-day operational responsibility delegated to a center director. Program staff at the Center receive professional guidance, training and technical assistance from the Center director and from relevant program departments at ABCD Central.

Briefly, the Parker Hill/Fenway Nieghborhood Service Center was established after a vote of the ABCD Board of Directors, on 8/5/75, to assume central responsiblility for the CSA-sponsored services in the Parker Hill/Fenway section of Boston because of irregularities in previous operations.

During fiscal year 1977-78, the Parker Hill/Fenway Neighborhood Service Center will receive a total of $123,185 in CSA funds to operate programs in the areas of: social services, adult education, youth development and senior opportunities. The Center also operates a WIC program, funded at $39,552. In addition to these services, ABCD also sponsors a Head Start program, a Neighborhood Employment Center, and an Alcoholism counseling program for the low-income residents of the neighborhood.

The fact that the Service Center is centrally managed necessitates an adaption of the usual monitoring format. The methodology that was used included on-site visits and interviewing of the Acting Center Director, and program staff. The monitoring reports are a summation of this information, and are organized as

follows: one report dealing with central management and community involvement; and an individual report on separate areas of program operation, i.e., education, social services, youth development and senior opportunities.

Management

The Management monitoring interview occured on Monday, January 9, 1978 at the Neighborhood Service Center (NSC). The monitors interviewed the Neighborhood Service Center Director in the Service Center's renovated offices at 1552 Tremont Street. The NEC and the Service Center have recently been consolidated into one building and the appearance of the Service Center-NEC complex is well ordered, efficient and bright.

Personnel

All program employees of the Neighborhood Service Center except the Service Center Director have job descriptions on file at ABCD. All job positions are filled, including positions funded through the WIC program which are recent additions to the staff. There have been no staff placed under disciplinary action since the last monitoring.

The Neighborhood Service Center Director has been fulfilling his responsibilities without a job description since he was appointed to the program, at a salary which he feels is not currently commesurate with that of other centrally operated program directors.

Fundraising/Community Relations

The Neighborhood Service Center attempted to raise outside funding in conjunction with ABCD's Planning and Program Development Department in March and November of 1977. Staff from the NSC cooperated with ABCD in submitting proposals to the National Institute on Alcohol Abuse and Alcoholism and the City of Boston. No other attempts to raise outside funds were undertaken by NSC staff.

Cooperative agreements between the NSC and area agencies also include inservice training programs for NSC staff conducted by the Parker Hill Fenway staff Neighborhood Housing Services Organization, the District I schools and Mass Mental Health.

The program administrator stated that the NSC was instrumental in organizing a Mission Hill Interagency Committee of which the Neighborhood Service Center is a member. According to the director this Committee is the only board where the NSC is represented as an agency.

Staff Supervision

As a centrally operated program, the Neighborhood Service Center operates under ABCD Personnel Policies and procedures including any recent additions to those policies approved by ABCD's Board such as the Affirmative Action Plan.

Staff supervision at the NSC occurs through monthly staff meetings between the program administrator and his staff. Monthly reports submitted by program component staff are reviewed by the local administrator. The WIC program staff are currently meeting on a weekly basis as the program has just begun operation.

Refunding/MIS

The NSC staff meet with the Director to prepare the 419s (proposals) and 325 s (budgets) for the upcoming program year. The program administrator currently receives community input into program planning through area residents with an interest in a specific program area. After input from the community and staff the 419s and 325s are received by the Planning and Program Development Department at ABCD and continue to proceed through the Neighborhood Programs Planning and Evaluation Committee and the ABCD Board. As a centrally operated program the ABCD Board of Directors is the policy making and approving authority for the Parker-Hill Fenway Neighborhood Service Center.

Local share, property control and inventory procedures conform to ABCD's systems and the Neighborhood Service Center met its local share commitment for 1977.

MIS reporting recently snafued as a new staff person was incorrectly assigning new identification numbers for former clients which resulted in no documented activities for the month of November, 1977. The NSC received technical assistance from ABCD's Planning Department and initiated corrective measures. The administrator stated that MIS reporting has resumed without difficulty.

Relationship with ABCD Central

The administrative operation of the NSC is a shared responsibility between ABCD Central and the local administrator. The center is part of the Community Services Division of ABCD, operating through the Department of Community Coordination and direct administrative staff is therefore crucial to the NSC.

The NSC Administrator expressed some discontent with his relationship to ABCD central to the monitors. He cited his lack of a job description as a difficulty and further offered the opinion that in the case of centrally operated program such as the NSC, consideration should be given to formulating guidelines and procedures which address their unique status.

The administrator did state that technical assistance provided to the NSC by program and administrative components of ABCD has been helpful.

Respondent's Observations

Throughout the monitoring interview the NSC administrator

emphasized what he believes are discrepancies between his and central administrative staff's expections of a local program director. In several instances the monitors were unable to assess the accuracy of the information received and left the monitoring interview with several concerns regarding the administrative functioning of the Neighborhood Service Center. Although the local director cited his lack of a job description as a major difficulty and impediment to the fulfillment of his duties in the areas of outside fund raising, interagency relationships and participation on local boards; the activities cited during the monitoring contradict this statement. The local administrator stated that he believed that communications difficulty between he and the supervising departments at ABCD are an area of difficulty. He stated that he viewed his task as one of "Maintenance" of the local program until such time as the difficulties are overcome.

The monitors are ambivalent about how the concept of "Maintenance" effects or will effect the daily operation of the program. The monitors also have questions about whether maintenance of a program is a concept which is consistent with central staff's expectations of local directors. On several occasions throughout the monitoring interview the director indicated an unwillingness to take initiative action on behalf of the NSC without direction from ABCD central staff and the monitors are concerned about the implications of that decision in the future.

Based on the concerns arising from the management monitoring interview, the monitors reviewed the Neighborhood Service Center's monitoring reports in the areas of Social Services, Youth, School Age and Adult Education and Senior Opportunities

for additional information. After a review of the above reports several areas of apparent contradiction were discovered. According to the monitoring reports for Youth, Senior Opprotunities and Social Services, MIS categories do not reflect the programs which are operating, neither are the estimated service projections for program year 1977-78 accurate or reflective of the program's activity. This issue was not reflected during the management monitoring of the NSC. It is also apparent from the monitors review of the program monitoring reports that in every program area, the NSC is heavily represented on outside boards and committees and has an extensive cooperative agreement/referral network in the community.

These areas of confusion were discussed with the local program administrator in a subsequent conversation with the monitors. The local administrator added to his original statements on the agency's participation on outside boards by affirming the fact that the various program monitoring reports present an accurate account of the agency's activities in this area. In his opinion, as well as that of the monitors, these arrangements and agreements are critical to the success of the Neighborhood Service Center's programs and staff expend much energy to insure that the NSC is represented on boards and task forces throughout the community.

During this discussion the local administrator also clarified the meaning of "maintenance" for the monitors. In his opinion, "maintenance" as a style of management only refers to his previous statements on the need for guidelines for centrally operated programs. For him this results in waiting for directions from the appropriate central staff before he assumes action outside the program areas on behalf of the Neighborhood Service Center.

MIS documentation and activities were reviewed during this conversation and the monitors and local administrator agreed that the deficiency needs correction.

Deficiencies

1) Local administrator does not have a job description

2) 419s must be revised to reflect the actual programs and activities of the Neighborhood Service Center

3) Staff communication between the administrative and program components needs to be improved.

PARKER HILL/FENWAY

NEIGHBORHOOD SERVICE CENTER

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: SHARON SPRINGER

MONITORING INTERVIEW

The monitoring interview took place on January 24, 1978 at the ABCD Neighborhood Service Center, 1552 Tremont Street, Roxbury, Massachusetts. Participants in the interview were: the NSC Director, the Social Service Supervisor, the two social workers and the ABCD monitor.

The ABCD Neighborhood Service Center is funded by ABCD at a level of $33,617.00 to provide a variety of direct Social Services to 600 clients each year. The Social Service Program receives no additional funding from other sources.

The staff funded by ABCD consists of: (1) The Social Service Supervisor who supervises the two Social Workers, provides some direct services and is responsible for the supervision of the Senior Opportunities Program; and (2) Two Social Workers who are responsible for providing information, referral and direct services to community residents. This year there are four CSC volunteers working in the program, putting in a total of twelve hours per week. They work primarily with welfare referrals and client escort.

PROGRAM SERVICES

The Social Service Program offers the following:

1. ESCORT AND TRANSLATION - Mainly applicable to the Spanish Speaking population. This service is provided to the non-English speaking client to insure that they receive service at the referral agency with as little difficulty as possible.

2. INFORMATION AND REFERRAL SERVICES - The program maintains a resource file in order to provide as much information as possible to the client as to services available to meet their needs.

3. SPECIALIZED DIRECT SUPPORT SERVICES - This service provides for the meeting of specific needs the client may have in the areas of Welfare, Social Security, Legal and other problems. It involves helping a client fill out necessary forms and applications as well as writing letters on behalf of a client.

4. HOUSING RELATED SERVICES - Services are provided to individuals requiring advocacy work with the Boston Housing Authority, individuals looking for apartments, and with the general problem of housing in the area.

5. CRISIS COUNSELING - Involves discussing alternative ways of handling particular problems, such as eviction, with the client. This is short term counseling, not ongoing counseling.

6. SEASONAL PROGRAMS - 300 families were serviced in the toy distribution program, an increase of 250 families over the fifty families served last year. A Christmas party was held for 50-60

Mission-Hill Planning Council.

The Program also works closely with Area II Health Care by providing escort services for clients referred by the home care corporation, and Social Service staff meets with visiting nurses assigned to clients and accompanies the nurses on the initial home visit.

RELATIONSHIPS WITH ABCD

Program staff attend monthly Social Service Training at ABCD and technical assistance has been given in implementing the ABCD Fuel Assistance Program. Program staff requested workshops in communication skills between worker and client and worker/agency relations. They are also interested in receiving training in Resource Development.

ASSESSMENT

The program continues to serve a significant number of people given its small staff and large service area.

Staff members continue to be enthusiastic about their work and have a genuine interest in providing quality service to their clients. They actively seek out assistance from any community resource that can help improve the services they deliver to their clients. This year much effort has been put into coordination of services, an example being the formation of an interagency council for the area which has helped to facilitate interagency referrals and to promote the exchange of information on available resources.

The staff feels that the program has definitely improved over the past year. The moving of the NEC Program to the same site and the addition of the WIC Program and the Fuel Assistance Program have brought many new clients into the agency. This in turn has made more people aware of the social services available and has acted as outreach for the program.

The increased involvement the Social Service staff has had with other agencies, committees, and boards has all worked to step up activity and increase resources for clients.

DEFICIENCIES

NONE.

PARKER HILL/FENWAY

NEIGHBORHOOD SERVICE CENTER

MONITORING SUMMARY
SCHOOL AGE EDUCATION PROGRAM

MONITOR: MELISSA TILLMAN

I. General Program Description

The School Age Education Program of the ABCD Neighborhood Service Center operates from its main offices at 1552 Tremont Street. The Program's goals are that of: 1) maintaining a working relationship with surrounding educational and social service institutions; and 2) intervening with and assisting in the educational process on behalf of the children served.

The Neighborhood Service Center operates a Tutorial Program and provides summer enrichment activities, information and referral services and workshops for parents. Its funding for both the School Age and Adult Education Programs is $19,625.

II. Methodology

The interview was held on Friday, January 27, 1978, at the Neighborhood Service Center, 1552 Tremont Street, Boston. Attending was the Education Supervisor. The session was relaxed and congenial.

III. Monitoring Assessment

A. Organization and Staffing

The Education Specialist devotes 80% of her time to the program; paid staff also includes one (1) work-study student and two (2) tutors that each work ten hours a week. Their duties are primarily tutoring activities. Five volunteers also work within the program; their duties are varied (e.g., parti-

cipating in the 766 process, tutee supervision, advocacy, group leaders, etc.). Volunteers serve two to four hours a week. Tutors come with training; therefore, formal training is felt to be unnecessary; supervision by the Education Supervisor of staff (paid and volunteer) is performed through weekly and spontaneous on-site visits and weekly staff meetings.

B. Participants

Presently twenty-eight (28) children participate in the School Age Program. Fifteen attend the Boston Public School and thirteen are in alternate settings. The two Spanish-speaking children attending are in general classroom settings within the public schools. Reading and math are identified as the primary education needs of the youngsters who range from 6 years to 18 years of age.

C. Program

The Tutorial Program operates from two facilities (1552 Tremont Street, NEC, and Mission Park Housing, 25 Mission Park Drive) for three (3) cycles, 8 weeks each in duration, between the hours of 3-5 p.m. and 4-6 p.m. Subjects taught are based upon teacher assessments with an emphasis on English and math skills. The Education Specialist supervises the activities.

The Information and Referral Services component provides guidance and counseling to children and their parents relative to the availability of educational resources. This is an on-going service provided Monday-Friday, 9-5 p.m., and is delivered by the Education Specialist.

Workshops to provide parents and the community at large with information and training around 766 will occur at the Mission Park Housing development weekly for a six-week period beginning early in March, 1978.

Summer enrichment programming will occur Monday-Friday, 9:30-1:30 p.m. for two 4-week cycles. The goals are those of recreation, cultural enrichment, etc. The Education Specialist is the person assigned primary responsibility for this program as well as the others.

The Neighborhood Service Center through its Education Specialist continues to perform the following indirect services: assessment of community needs; outreach and staff recruitment; program planning, development and evaluation.

D. Program Coordination and Community Involvement

The Education Specialist participates actively in the following groups: Taft Bi-Racial Council, the Fenway Children's Outreach Program; and the Task Force on Children's Needs. Her strong relationship with District I, its principals and guidance counselors assist her in helping and working with the children and families.

E. Perceptions

The Education Specialist appears a conscientious and dedicated worker who genuinely advocates for children and adults regarding educational survival. The environment for the tutoring program, 1552 Tremont Street, while small, has been

made inviting and bright through creative painting and utilization of wall space. With so little paid education staff (exclusive of part-time tutors), a great deal seems to be happening for children and families that is good and meaningful.

Deficiencies

No deficiencies.

PARKER HILL/FENWAY

NEIGHBORHOOD SERVICE CENTER

MONITORING SUMMARY:
ADULT EDUCATION PROGRAM

MONITOR: Melissa Tillman

I. General Program Description

The program goals of: advising and making the community aware of educational opportunities and providing ESL to Spanish-speaking residents and conversational Spanish to English-speaking residents is effected through the Neighborhood Service Center's Information, Referral and Counseling Program and its summer ESL and SSL programs. Total funding for both Adult and School Age programming is $19,625.

II. Methodology

The monitoring interview was held on January 27, 1978, at the Neighborhood Service Center office, 1552 Tremont Street. The Education Specialist was the interviewee; the session was warm and relaxed.

III. Assessment

A. Organization and Staffing

The Education Specialist devotes 20% of her time to the adult education activities and is presently the only person assigned to the program; there are no volunteers.

The major emphasis of the program are the information, referral and short term counseling services provided adult clients, such is available Monday - Friday, 9-5 p.m., at 1552 Tremont Street, the Neighborhood Service Center.

The proposed summer program plans to provide ESL and SSL activities for fifty persons and is scheduled for Monday - Friday, two hours a week for an eight-week cycle. Operation of the program, however, is dependent upon procurement of appropriately trained staff and adequate space.

B. Participants

For the first quarter sixteen persons of varying backgrounds and ages have received information, referral and counseling. Program outreach is done through flyers, posters in local stores and by word-of-mouth.

C. Program

Through the information and referral mechanism, the Education Specialist has determined basic reading and communications skills to be the greatest educational need of the community. Referrals have been made to ESL and GED programs and training, Manpower and employment resources.

The summer ESL and SSL programs are yet to begin; however, the Education Specialist feels that: 1) testing will be utilized as a basis for curriculum development to satisfy the clients' educational needs; and 2) short term counseling will be provided as necessary.

D. Program Coordination and Community Involvement

The Education Specialist serves on the following committees: Taft Bi-Racial Council, Fenway Children's Outreach Program, Task Force on Children's Needs. She has developed a

comprehensive resource list for adults, both Spanish- and English-speaking, and maintains liaison with these agencies and programs.

E. Perceptions

The program needs more staff to become even more effective in researching out resources and providing referral/counseling information. Resource identification and files on such is much improved from the last monitoring session. The Education Specialist feels the need, however, to expand the resource files on ESL and GED classes for Spanish speakers.

The Education Specialist will also need technical assistance with the design, development and implementation of the projected ESL and SSL summer programs as she is not Spanish-speaking.

Deficiencies:

None

PARKER HILL/FENWAY
NEIGHBORHOOD SERVICE CENTER

Monitoring Summary:
Youth Development Program — Monitor: Claudia Boldman

BASIC INFORMATION (funding, staffing, recruitment)

Funding and Recruitment

The ABCD Neighborhood Service Center has been funded by CSA for $22,916 from 9/1/77 to 8/31/78 to operate a Youth Program in the Parker Hill/Fenway area. The Center does not receive any other funding for this program and has been in operation for 12 years.

In order to inform and/or recruit area residents for this program, a number of conventional methods have been used. Among them are word-of-mouth, flyers, posters, local newspapers, radio, and referrals by field workers and agencies in the community.

There is no selection process for applicants; everyone is accepted. The only exception is that there is an age limitation on some activities.

The interview was conducted on January 19, 1978. The respondents were the Senior Youth Worker, one of the Youth Workers, and the Social Service Coordinator.

Staffing

The Youth Development Program utilizes four staff members. They are as follows:

Title:	Salary:	Status:
Senior Youth Worker	$7,400	full time
Youth Worker	$3.50/hr.	part time (20 hrs./wk.)
Youth Worker	$3.50/hr.	part time (20 hrs./wk.)
Youth Worker	$3.50/hr.	part time (20 hrs./wk.)

In addition to this paid staff, the program has six to seven volunteers who contribute a total of 24 to 28 hours a week. They serve as general aides to the staff helping in different areas such as community activities and trips. Volunteer time is documented as local share.

PROGRAM ACTIVITIES AND SERVICES

1. Swimming Program. This activity takes place at Northeastern University on Fridays from 4:30 to 6:00 P.M. It

serves 15 to 30 youth and is supervised by two of the Youth Workers. This is a popular activity which has had very good results according to the respondents. The participants are really learning basic swimming skills besides enjoying the recreational aspect of the program. The Swimming Program could serve more youth if it weren't for transportation limitations and the fact that more supervisory personnel would be needed.

2. Fenway Girls' Group. This activity has a current enrollment of 8 youth and is supervised by two of the Youth Workers. The group meets at varied locations such as the Neighborhood Service Center or various trip sites, on Tuesdays from 4:00 to 6:00 P. M.

The purpose of this acitivity is to identify isolated youths with problems and to bring them together in a semi-therapeutic group situation. By going on outings, participating in a number of activities, and holding disucssions, these troubled youngsters can derive support from their peers.

This activity could probably include three more participants. The Youth Workers are presently involved in the process of recruiting them. The respondents agree that the Girls' Group has worked well so far.

3. Recreation (sports). The number of youth who participate in this activity varies from 30 to 60. Supervised by one of the Youth Workers, this activity operates out of the recreational facilities at 68 Annunciation Road, Monday-Friday from 2:00 to 6:00 P.M. and Sunday from 1:00 to 4:00 P.M.

The program works on a drop-in basis. The focus of the activity is sports recreation, however, because of the good relationship that the supervisor establishes with participating youth, a certain amount of informal counseling also takes place.

The present working ratio of supervisor to youth seems to be working fine. Therefore, the respondents don't feel that the activity should enroll more youths.

4. Arts and Crafts. This activity was being geared for operation at the time the interview took place. It should be functioning presently. The Senior Youth Worker, who supervises this program, expects 40 to 60 youth to participate.

The activity operates out of Northeastern University on Monday, Wednesday and Thursday from 3:00 to 5:30 P.M. Participants are transported to Northeastern where they can benefit from a variety of arts and crafts activities such

as dancing, guitar lessons, sports, and claywork, to name a few. This program operates in close cooperation with Northeastern University and the respondents are very excited about it.

5. Trips (winter activities). This activity is supervised by a Youth Worker but, generally, the rest of the YDP staff also participate. Fifty youth participate in these trips to varied sites in New England. There are usually two trips every month. The program is operated in cooperation with Youth Enrichment Services.

The respondents were very enthusiastic about these winter trips and described them as a "great program." Their main concern, however, is the transportation problem. Actually, private cars are being used for transportation but this is both a strain on the owners of the cars and not a very effective way to tackle the problem. The activity could really use some steady form of transportation. In addition, if it weren't for transportation limitations, this activity could serve more youth.

6. Intake and Referral. All four YDP staff members perform intake and referral services. All referred youth are followed up by such conventional means as phone, personal contact, and by actually contacting the referral agencies.

Wherever possible, records are kept of all youth who are aided during the intake and referral process. Basic information on these youth are kept on file. In addition, MIS forms are filled out for these youth.

The following is a list of agencies and programs which are generally used for referrals:

Youth Enrichment Services	-	recreation
Fenway Project	-	recreation
Fenway Outreach Program	-	recreation and mental health
Mayor's Office of Cultural Affairs	-	recreation
Whittier St. Health Center	-	medical problems, physical check-ups
Fenway Community Health Center	-	medical problems, physical check-ups
Health Inc.	-	medical problems, physical check-ups
Harvard Community Health Center	-	medical problems, physical check-ups
Children's Hospital	-	medical problems, physical check-ups
Mass. Mental Health Center	-	evaluation and treatment
YEES	-	job placement, training
Jamaica Plain Rent-a-Kid	-	job placement
Jobs for Youth	-	orientation, job placement
World of Work	-	orientation, job placement
Alianza Hispana	-	orientation, job placement
ABCD Neighborhood Service Center, Education Component	-	basic academic tutoring, 766 work

The following is a list of the average number of youth referred during any given month for each service:

Youth Services	-	40
Health Services	-	24
Legal Services	-	0
Employment Services	-	40
Education Services	-	20

These statistics can generally be documented through YDP files and MIS forms.

7. Face-to-Face Counseling. Two of the Youth Workers actually do face-to-face counseling. They are supervised on a day to day basis by the Senior Youth Worker. The present active caseload for each worker is 15 youth.

Individual youth are seen by the counselors on a weekly basis. Counseling is done both individually and in groups. A needs assessment is done for each counselee by means of an intake evaluation, identification of problem(s) and setting of goals. Counseling strategies vary with each case. They could include family work, school consultation, school visits, or consultation with mental health professionals. At times parents or families of youth are involved in the counseling process by way of family meetings, parent referrals or involvement in youth activities.

Youth are provided counseling services for as long as needed. Usually, counseling lasts for the duration of the school year. Case counseling records are kept in a locked file cabinet at the Neighborhood Service Center.

The Counseling component ordinarily makes referrals to the following agencies and programs:

Mass. Mental Health Center	-	evaluation and on-going, long term treatment
Judge Baker Guidance Center	-	evaluation, on-going treatment
Fenway Children's Outreach Program	-	social work
Whittier St. Community Health Center	-	evaluation, on-going treatment

Referred youth are followed up primarily through consultation with staff members.

Counselors do not receive any formal training. However, occasional training is obtained by attending workshops at such agencies as Parent and Children Services and Mass. Mental Health Center. The counselors' counseling skills are not evaluated periodically. Some informal evaluation takes place in the consultation process.

The respondents point out that acting-out youth, both at school and at home, have been helped effectively by the counseling component. In addition, in some cases parent-child relationships have improved considerably. Another good aspect of the counseling component is the fact that consultants from Mass. Mental Health and other agencies have provided valuable supervision and consultation.

MIS REPORTING

According to the respondents, MIS forms are regularly submit-

ted, to ABCD. Respondents are having difficulty in documenting street work or informal work. This is certainly understandable because of the spontaneous nature of this work which precludes immediate documentation.

The monitor recommends that the MIS categories be rivised to include all present activities and to delete those that are no longer being operated by the YDP. In addition, estimates for funding period should be made for all activities. Finally, the estimate for Intake and Referral seems to be too low im light of the information gathered in the monitoring interview.

COMMUNITY YOUTH INVOLVEMENT

The ABCD Neighborhood Service Center does not have a Youth Council. The respondents mentioned that one is actually in the planning stages.

The YDP has done extensive work as far as strengthening youth participation in community events. The following is a list of community activities which the YDP has sponsored or in which

it has participated so far:

1. Organized a Christmas party for the community.
2. Participated in the Fenway Christmas party.
3. Organized a Halloween party for the community.
4. Held a stateboard competition.
5. Participated in the Fenway Mayfest in which different agencies are involved in operating activities.
6. Participated in Summerthing.
7. Participated in two Health Fairs in which the agency presented the programs offered.
8. Helped the Roxbury Crossing Community Service Center Advisory Board with campership fund-raising.
9. Helped Youth Enrichment Services with fund-raising.

TECHNICAL ASSISTANCE

The respondents feel that the staff needs technical assistance with this program, specifically in the areas of proposal writing, youth job development, fund raising and staff training in which the needs are assessed and adequate training is provided.

The YDP has requested technical assistance from three sources. These requests for assistance were all fulfilled at no cost to the Neighborhood Service Center. Details are as follows:

Source	Type of Assistance
1. ABCD Youth Affairs Division	YESS information and assistance (on-going)
2. ABCD Planning Dept.	proposal writing (Oct., 1977)
3. Mass. Mental Health Ctr.	Staff workshops and consultation (on-going)

The program has also received the following unsolicited assistance: circus tickets from ABCD and football tickets from State Representative Mel King.

PROGRAM COORDINATION

The ABCD Neighborhood Service Center YDP works with a variety of community agencies to deliver services to youth:

Fenway Community Children's Outreach	-	co-sponsor recreational activities; social worker; facilities; job placement
YMCA	-	co-sponsor activities (trips); job placement
Northeastern University	-	facilities and staff for swimming and arts and crafts activities
Youth Enrichment Services	-	facilities and staff (recreational activities)
Community Boating, Inc.	-	facilities and staff for summer activities
St. Anne's Church	-	facilities for arts and crafts activities (summer)
Seventh Day Adventist Temple	-	facilities for special activities
Museum of Fine Arts	-	job placement
Council for Children	-	job placement
Parker Hill Library	-	facilities for workshops, films

It should be pointed out here that several of the agencies listed under activities #6 and #7 also form part of this YDP's program coordination.

CONSISTENCY WITH 419

This program's 419 has to be substantially revised:

1. The Complete Program at 68 Annunciation Rd. should be substituted by the Recreation Activity at the same location.

2. Maurice Tobin Gym program should be deleted.

3. YMCA program should be substituted by the Arts and Crafts program at Northeastern University during the school year and St. Anne's during the summer.

4. All of the Arts and Crafts activity (parts a, b and c) should be deleted. Part c is now operated by the Education Component of the Center.

5. Health Education Workshops are now operated by the Education Component.

6. Staffing:
   - Educational Coordinator should be deleted
   - Senior Youth Worker is now devoting 100% of time to the program.

7. All activities described in this report should be included in the program's 419.

PERCEPTIONS OF RESPONDENTS

The respondents were very optimistic and enthusiastic about their program. According to them, the youth of the community

is beginning to realize that activities are on-going and their participation is becoming more constant. They also pointed out that the program can now reach youth that weren't being serviced before. They also were pleased by the fact that the YDP is forming good relationships with other community agencies as well as residents.

The respondents felt that one of the best features of the YDP was the fact that all the staff resides in the area and are constantly in contact with the youth they service. In this way, the staff can relate to the youth in more than just a professional capacity. The respondents also perceived that the YDP staff is genuinely committed to its work.

The respondents cited a number of ways in which the program could be improved. These improvements include: permanent transportation resources, more facilities, resources (funding, staff, facilities) for the creation of a Drop-In Center, more staff so that present activities can be expanded and new ones can be created, more funding, better communication (i.e. - exchange of resources) with ABCD Central and APACs, and more slots for job placement under the YEES program.

The two YDP staff members that participated in the interview are relatively new to the program and therefore were not

present at the last monitoring interview. However, the Social Service Coordinator has been at the Center for 12 years and was able to comment on how the YDP has improved over time. She felt very strongly that the program has really improved since the last monitoring. She feels that there are less problems now. This is partly due to the fact that last year the Youth Program and the Education Component were combined. Since then, these two programs have been separated. As a result, more time and staff can now be devoted exclusively for youth and no youngsters have to be turned down.

MONITOR'S BRIEF ASSESSMENT

The monitor was favorally impressed by the ABCD Neighborhood Center's YDP. The staff seemed to be very enthusiastic, competent and genuinely committed to their work. The separation of the Youth Program and Education Component appears to have been a very wise step and the relatively new youth staff has done a good job of reorganization so far.

The monitor agrees with the respondents in that some form of permanent transportation would be an asset to the program. Besides the winter trips, there are a number of on-going activities, such as the swimming and arts and crafts pro-

grams at Northeastern which would benefit from steady transportation resources.

In closing, the monitor feels that this YDP adequately serves the youth in the Parker Hill/Fenway area. Furthermore, the program seems to have future direction and, with the provision of adequate resources, some expansion can be expected.

DEFICIENCIES:

1. The program's 419 should be revised to include the changes mentioned in the body of this report.

2. MIS categories are not current. They should be revised to reflect present program activities. Also, the service estimate for the Intake and Referral category should be revised since it will probably be exceeded considerably by the end of the funding period. Service estimates should be made for all MIS categories.

PARKER HILL/FENWAY

NEIGHBORHOOD SERVICE CENTER

MONITORING SUMMARY: MONITOR: NANCY DALE
SENIOR OPPORTUNITIES PROGRAM

DATE OF INTERVIEW: JANUARY 10, 1978

PLACE: ABCD NEIGHBORHOOD SERVICE CENTER
1552 Tremont Street
Roxbury, Massachusetts 02119

PART I - PROGRAM DESCRIPTION

The CSA funded elderly program at Parker Hill-Fenway NSC operates on a budget of $11,426 per year. It consists of four senior aides, whose quarter-time salaries are paid out of the CSA Senior Opportunities Budget supervised by a Social Services Coordinator whose salary is not paid by the Senior Opportunities Budget. The aides run two senior lounges, one in Mission Hill and one in the Fenway. The goal of the program is to make life happier for isolated elderly persons living in the community, and to reduce loneliness. The program offers activities, recreation, health education, and a telephone reassurance program as well as information and referral and some counseling. The program appears to offer the above services to over 300 elders despite the limited budget and staffing.

PART II - MONITORING METHODOLOGY

The interview took place in the Conference Room of the ABCD Neighborhood Service Center at 1552 Tremont Street. Participants included two Senior Aides, one from each senior lounge, the Social

Services Coordinator, a Social Worker from the NSC and the Monitor. The atmosphere was open and friendly.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. ORGANIZATION AND STAFFING

The program operates as two senior lounges, each staffed by two Senior Aides paid through the Senior Opportunities Program of CSA.

CSA FUNDED STAFF

POSITION	SALARY
4 Senior Aides	3 at $3.25 per hour
	1 at $3.50 per hour

The Senior Aides are supervised by the NSC's Social Services Coordinator.

B. PARTICIPANT INFORMATION

Elderly persons from all parts of the Parker Hill and Fenway neighborhoods are welcome at the lounges. As neighborhoods are abandoned and housing projects built, the numbers of participants change. The Fenway Senior Lounge lost a number of elders who moved out of the neighborhood while the Mission Hill Church Program has grown because of new senior housing projects nearby.

C. PROGRAM ACTIVITIES

The two "Senior Lounges" are each housed in churches. The larger one is at the Mission Church at 1545 Tremont Street, Roxbury, and is open Tuesdays from 10:00 A.M. -

4:30 P. M. and Thursdays from 12:00 NOON - 4:00 P. M. The program serves 75-100 seniors regularly and attracts about 300 during the course of a year. Groups of 200 or larger attend special events such as trips, parties, etc. The planning committee of the senior club meets monthly to plan activities and programs with input from other members. Activities include bingo, arts and crafts, health education programs, movies, refresments, ping pong, shuffleboard, etc. The Senior Aides offer information and referral as well as such services as financial counseling, information on tax rebates, etc. A "Dial a Friend" telephone tree links seniors to each other and helps keep tabs on the well being of each participant. Shopping and other services are also included.

The smaller program is housed at the Seventh Day Adventist Church, 105 Jersey Street and is open Monday-Friday from 1:00 - 4:00 P. M. Two senior aides staff the program for about fifteen regular seniors, although the program attracts over 35 in the summer and on special occasions the aides expect this number will increase when new elderly housing units in the neighborhood open up. The activities are similar to those described above.

D. PROGRAM COORDINATION

Because the supervisor of the senior aides is the Social Services Coordinator of the NSC, there appears to be close linkage between the two services. Senior Aides reported that there is good coordination with other community agencies such as the home health nurses, the Council of Elders Nutrition programs and legal services.

E. GENERAL COMMUNITY INVOLVEMENT

The Senior Aides appear to be involved with other community agencies. Given the fact that they each are paid to work ¼ time, it is not possible for them to spend a lot of time at meetings away from the programs. Program members are represented on the Home Care Board, the City's Senior Summerthing Program and on the Board of Directors of the Roxbury Tenants of Harvard. The staff keep in contact with the Fenway Little City Hall, the Mayor's Commission on Cultural Affairs, the Fenway Health Center and the Brigham Hospitals.

F. INTERVIEWER'S PERCEPTIONS

The senior lounges in the Parker Hill and Fenway neighborhoods have been in operation for about fifteen years. The members of these senior clubs are elderly persons living in a neighborhood which has undergone a great deal of change during this time. The senior lounges appear to offer a stable program of recreational

activities and information/referral for otherwise lonely elderly persons. The senior aides expressed a strong desire to see elderly persons treated as "first-class" citizens by city and community agencies and appear to put in a great deal of extra time and effort despite their limited budgets. For example, at the Mission Church, the senior aides are planning a three day trip to Lake George for all interested seniors and are helping seniors to save up and plan for the trip. The program provides an important link to people and resources for those elderly persons it serves.

Recommendations:

1. For the second year in a row, senior aides ask that MIS category Number 61 "Drop-In Center" be changed to "Senior Lounge". Because of the limited hours the centers are available and the highly structured programs they run, this change seems to be appropriate. I recommend that Item 61 read "Senior Lounge".

2. The Senior Aides asked that on the 419, Category 61, the number of persons served be raised from 225 to 300 to reflect the increase in number of participants at the senior lounges. I recommend the change.

3. While the Mission Hill Church appears to have over 200 members and is expanding, the Seventh Day Adventist Program has only 15-20 regular members with the same number of aides (2). This is due to a lack of new elderly persons moving into the neighborhood and the closing up of a number of housing units in the area. I recommend an outreach effort to reach isolated elders who are not integrated into this club as a similar neighborhood club and to increase the size of the program to 50 or more. Outreach appears to be an important need in urban communities such as the Fenway.

4. I recommend that senior aides attend workshops and courses developed for APAC senior advisors by the ABCD staff and participate in community educational programs whenever possible.

Deficiencies:

None.

MONITORING SUMMARY REPORTS

ROXBURY-NORTH DORCHESTER

APRIL, 1978

Program	Pages
Administration	333-342
Community Involvement	343-347
Social Services	348-354
School Age Education	355-361
Youth Development Program	362-380
Consumer Affairs	381-383
Senior Opportunities	384-387

ROXBURY NORTH DORCHESTER

Monitoring Summary:
Administration

Monitors: Floyd S. Hardwick
Tom Perry

General Description

The Roxbury North Dorchester Area Planning Council, Inc., is a fiscally non-autonomous agency servicing low-income residents in (6) sub-areas of Roxbury and North Dorchester with an array of programs located at various sites throughout these areas. The agency currently receives $249,120 is CSA versatile funding to oversee six (6) functional operations:

Administration	$118,535
School Age Education	36,412
Social Services	31,717
Youth Development	45,115
Economic Development	12,561
Elderly Program	4,779

In addition to these funds, the agency also receives $118,429 in CSA funds to operate a Neighborhood Employment Center to provide intake, assessment, job development, and referral services to the populations of it's target area and another $70,000 from the DPW to provide Early Childhood Day Care to these same populations.

The agency has applied for additional funding from a number of other funding sources, including two proposals to the City of Boston, one for youth funds and another for elderly funds, amounting to $64,766; a proposal to the Teen Center Alliance, done jointly with the Cooper Community Center for $30,000; and another youth proposal, done jointly with the Greater Boston Community Development Corporation, to the Department of Housing and Urban Development for $20,000. However, with the exception of the youth proposal to the city, which was not funded, the three other proposals are still pending, awaiting a decision from the funding sources.

The goal of the Administrative component in conjunction with its Board is to operate this network of programs in a manner that assures community direction; efficiency of operations, and a high level of program effectiveness in a comprehensive family oriented pattern, while avoiding a duplication of the services provided by other agencies in its target areas.

This goal is to be achieved through such activities as:

a. Providing overall fiscal management of purchasing and inventory services to all operating programs, including non-CSA funded programs.

b. Providing management of personnel and personnel services, inclusive of maintaing the agency's affirmative action and equal opportunity services.

c. Providing training, support and assistance to the Board of Directors and its committee.

d. Conduct planning, research, and program development.

e. Maintaining liaison and coordination with other agencies.

Fiscal Management

The fiscal management of the APAC is primarily the responsibility of the adimistrative component and the Board Finance Committee. The Board Finance Committee is composed of six (6) members, including the Vice President of the Board, the representative to the ABCD Board of Directors, the APAC Board Clerk, the APAC Board treasurer, and two other APAC Board members. The Treasurer works closely with the bookkeeper accountant (formerly Deputy Director) in all financial matters pertaining to the operation of the agency; in addition, the members of the administration staff, primarily the Executive Director, make regular monthly reports to the full Board of Director's on-going financial matters.

Most of the in-kind contributions are in the form of space and

come from such sources as the BHA, Parks and Recreation, Lower Roxbury Community Development Inc., the First Church of Roxbury, Project Concern, and an exceptionally large commitment from the Sarah J. Baker School. And in addition, due to its being the coordinatior for the Commonwealth Service Corp., this agency also receives a substantial in-kind contribution from the Commonwealth for performing this activity.

According to the respondents, because of a change in ABCD policy with regards to the reporting of in-kind contributions, the APAC now makes this report on an annual basis. The last date of such report was made during the month of August 1977. However, the Executive Director, in describing the agency's on-going method of documenting in-kind contribution stated that the system is one whereby each local share agreement is put in the form of a written agreement stating the specific terms of the agreement. This agreement in turn is submitted to the ABCD Budget department annually. The Executive Director stated that one of the major tools used in the management of the fiscal affairs of the APAC was the ABCD monthly Budget Reports. This report is used to do financial forcasting to determine various program budgetary requirements for the coming years program and to keep track of expenditures in programs of the current year.

In response to the question concerning whether or not the Corporation had submitted a financial status report to the Massachusetts Secretary of State's office, the Executive Director responded affirmatively but stated that such report was not immediately available because she was not familiar with the filing system of the Deputy Director (who had recently terminated); however, she added, this report would be forwarded to the monitor as soon as possible. Normally, this report is prepared by the staff (Deputy Director) and the APAC Board Treasurer and submitted to the Secretary of State's office after the approval of the APAC's full Board.

Roxbury North Dorchester APAC, Inc., has received tax exempt status from the Federal IRS.

In its property control function, the administrative staff makes use of the ABCD Property Control Department staff and methodology, in addition to having a member of its own staff provide follow-up on a continuous basis.

Monitoring Findings and Assessment

A.. Organization and Staffing

The Organizational chart provided the monitor describes the formal flow of authority in the following manner: the Board of Directors has direct authority over the Executive Director, who in turn has direct authority over line supervisors of each program operated by the agency. Also responsible to the Executive Director are the Accountant/Booker and the Administrative Assistant, neither of whom have any line authority over program staff nor any subordinate staff responsible to them.

According to the respondents, CSA budgeted staff accounts for fourteen (14) full-time staff posiitons, seven (7) part-time staff positions, and five (5) work study positions. Other staff, primarily those working in the Early Childhood Day Care program, add another five (5) positions to the agency's staffing pattern, bringing the total staffing accounted for by the interviewees to thirty-one employees at the agency, excluding those employed at Roxbury NEC I and II. The agency also utilizes 53 volunteers in its operations.

Most of the employees of the agency are black, have been employed more than one year, and reside in the agency's target areas.

At the time of monitoring, there were four staff vacancies: a Bookkeeper Accountant (formerly Deputy Director); an Education Supervisor; a Bilingual Social Service Aide; and a Special Programs Coordinator

(formerly recreational worker). These positions had been vacant for eight (8) months, two (2) weeks, seven (7) months, and six (6) months, respectively. New job descriptions for the Bookkeeper Accountant and the Special Programs Coordinator are being written and will be forwarded to the ABCD personnel department upon completion.

Regular staff supervision is achieved by use of weekly staff meetings, individual conferences, and formal evaluations twice per year. At present, there is a single personnel grievance action in process; it is before the Massachusetts Commission Against Discrimination and is for alledged sex discrimination. Disciplinary action has been taken against one CSA funded staff member since September 1977 and resulted in a thirty (30) day probation period.

B. Program Development

The process the APAC follows in preparing program proposals and budgets is the following: the staff make proposed changes in either program or budget areas to the Executive Director. These proposed changes are then discussed in the Director's weekly meeting with the staff. Upon agreement concerning these proposed changes, they are put into draft form and presented to the Planning and Finance Committee of the APAC Board. This committee then meets with the appropriate program supervisors to negotiate further additions or deletions. The final package is then presented to the full Board of Directors for approval, with recommendations from the Planning and Finance Committee, prior to being forwarded to the funding source. This in essence is the process by which all appropriate persons are made familiar with the program descriptions and budgets. In the course of this process relevant departments at ABCD central are consulted on an as needed basis. Changes in a program description or budget during a program year is effected in substantially the same manner.

In response to the questions concerning RND's relationship with ABCD central, the respondents felt that the overall relationship was a good one. RND personnel regularly attended APAC Directors meetings, regularly seek and received technical assistance from both central program and administrative staff, attend seminars held by central program department staff, and maintain continuous telephone contact with the appropriate central staff on an as needed basis.

Responding to questions related to the relationship between the APAC administration and its Board of Directors, the respondents stated that overall, this relationship was good and quite effective in their effort of managing the business of the agency. They felt that the primary functions of the agency board was to establish agency policy, give support to agency staff and to disseminate program and agency information to the various sub-areas they represent. The Director stated that the Board of Directors performs these activities well. She also feels that her responsibilities to the Board are to meet the conditions of the job description of Director and provide the Board with timely information on the agency's programs.

In terms of the major accomplishments and difficulties encountered by the agency during this current program year, the respondents felt that there were several accomplishments including an improvement in the visibility and viability of the agency within the community it serves, its ability to continue to maintain fiscal viability and to continue to develop and test innovative approaches to service delivery. Difficulties were felt to exist in two areas: the development of new resources and the up-coming elections. In both areas the respondents anticipate a need for significant assistance from Central ABCD.

419 Compliance

Based upon this report and the review of other reports concerning the operations of Roxbury North Dorchester APAC, the Monitors feel that the Administrative Component has gone far toward achieving its stated goal and has engaged itself whole-heartedly and with commitment in the activities toward this goal.

Recommendations

The Administrative staff should make a special effort to bring its local share commitment reporting up to date, fill existing vacant positions, and determine if its annual report to the Secretary of State's office is current.

Deficiencies:

1. No evidence of annual financial report to the Office of the Secretary of State.
2. Failure to report volunteer local share commitments on a monthly basis since 9/1.
3. Two vacant staff positions:
   a) Bilingual Social Service Aide
   b) Special Programs Coordinator

ROXBURY / NORTH DORCHESTER

Monitoring Summary:
Community Involvement — Monitor: Rafael Toro

The Community Involvement monitoring of Roxbury/North Dorchester took place on Wednesday, January 11, 1978 in the APAC. The Board members present were the Board Vice President, Board Clerk, an Agency representative and the Executive Director.

Board Structure

According to their by-laws, the Roxbury Board should have no less than 18 and no more than 30 members. Six of those seats are for agency representatives. All the board seats are not currently filled. There are empty seats for both agency and community representatives. The board will fill these vacancies after this years election. The board meets on a monthly basis and has met three times since September. Minutes of the meetings are taken and made available to the board members and ABCD's Department of Community Coordination.

By-Laws

The 1976 election of Roxbury/North Dorchester was challenged. Because of the challenge the ABCD Board voted that the Roxbury/North Dorchester Board revise it's by-laws with the assistance of ABCD's Legal Counsel. Those revised by-laws were approved by Roxbury/North Dorchester on March 29, 1977; and subsequently reviewed and approved by the ABCD Legal Council.

Elections

In order to insure continuity of their elections with the provision of staggered terms, the ABCD Board voted that the 1977 election be postponed till 1978. ABCD can assist the board in this years election by providing manpower and doing the election tallying.

Committees

There are five standing committees of the Roxbury Board. The Executive Committee is composed of ten members and may exercise all powers and duties of the board between regular board meetings. They average three members per meeting and have met four times since September. The Personnel and

of the APAC. There are six members on this committee and they have not met since September The Nominating Committee is made up of five members and it's purpose is to nominate officers to the board and to make recommendations on agency representation. There has not been a meeting of this Committee since September. The Election Committee is composed of five members. Their function is to run the Roxbury Election. They have not met since September. The Program Planning and Finance Committee purpose is to make recommendations to the board concerning the planning and development of new projects and programs. This committee is made up of 6 members and they have not met since September. All minutes of committee meetings are recorded and reported to the full board.

ABCD Representation

The APAC representatives to the ABCD Board are Dee Primm, Edrick Bain, Marsha Barros, Alice Yancy, George Borden, and Jessie Farrier. The president of the board appoints the representatives, and they verbally report back to the APAC Board.

Functions and Responsibilities of the APAC BOARD

The board delegate to the ABCD Board of Directors has the responsibility of hiring the Director. The staff performance is evaluated on a regular basis by the Executive Director, and those evaluations are made available to the board. The Executive Director also is evaluated on a regular basis by the board when she gives her monthly reports at board meetings. When an employee feels that he has been aggrieved, the employee will submit in writing a statement to the Deputy Executive Director, outlining the alleged grievance. The Deputy Executive Director will make an investigation of the matter. If the Deputy can not resolve the matter, he will recommend a hearing before the APAC staff/Administrative cabinet. The cabinet is made up of the Executive Director, Deputy Executive Director, Planning and Research Director, Administrative Services officer and controller. If the matter is still not resolved, the grievance will be brought up to the Personnel Committee and if needed to the full board. This procedure does coincide with their Personnel Policy Manuel, and there has not been any terminations in the past year.

Board/Staff Relations

The board members present felt that the relationship between the board and the staff is excellent. They attribute this relationship to

understanding each other, working closely together, and mutual respect.

Administration/Contracts and Leases

The Executive Director must bring all contracts to the board for their approval. Two officers of the board must sign all contracts. One of those officers must be the clerk or the treasurer. The board's responsibilities in this area are stated in the agency by-laws. There has not been any contracts or leases negotiated in the past year.

Administration/Fiscal

The board is informed of the planning of financial matters of the APAC through monthly board meetings and meetings of the Program, Planning and Finance Committee. The board members felt their involvement with the financial matters of the APAC is excellent.

Programs

The APAC Board establishes program priorities through the Program, Planning and Finance Committee and by talking with individual department heads. The board has not created or eliminated any programs in the past year. The board is informed of progress or problems in the APAC programs at the monthly board meetings.

Refunding

The staff developes a preliminary draft of the budget and 419's and submit it to the Program, Planning, and Finance Committee. The committee reviews the draft and they make their recommendations to the full board for their approval. The board members felt that they were knowledgible and effective in the refunding process. Through the Program, Planning and Finance Committee the board has input in making program or budget change during the program year.

Training

The board has not required any training since last years monitoring. The board would like a training program, but they will wait until after their election to determine what their training should be.

Overall Community Involvement

Some of the agencies that the board has been working with include: the Professional Planning Group, Dimmock Health Center, Orchard Park Task Force, Roxbury Multi-Service Center, and the Southwest Corridor Coalition.

Monitors Comments:

The APAC has made great strides in overcomming the problems that they faced at the time of last years monitoring. The board should adapt a standard procedure in writing, for evaluating the performance of the Executive Director, and their grievance procedure needs to be updated. There is no longer a Deputy Director, because of this., it is not clear as to who the employee should submit the alleged grievance to. Also, there is not a time limit as to how long an employee has to submit the grievance.

Deficiencies:

1. Grievence procedure in Personnel Policy Manuel needs to be made current.

2. Two emportant committees: (the Personnel Management Committee and the Program Planning and Finance Committee have not met since September.

3. There is no time limit providing for employee's notification to the department head of an alledged grievance.

ROXBURY-NORTH DORCHESTER APAC

MONITORING SUMMARY: SOCIAL SERVICES

MONITOR: HOLLY SIMONS

The monitoring interview was held on January 11, 1978 at the Roxbury APAC, 2249 Washington Street, Roxbury. Participants were the Executive Director and Social Service Coordinator.

Description of Program Activities:

All social service activities are now operated out of 2249 Washington Street and CSA Funding for this program is 31,717.

Information and Referral - around health, welfare, housing, legal and other problems. Clients are referred to other APAC programs and/or other appropriate services and agencies. Most frequently used are: Roxbury Comprehensive Health Center, The Grove Hall and Roxbury Crossing Welfare offices, Harbor Lights Center for Emergency Housing, the Little City Hall, St. Patrick's Church, the Roxbury Court Clinic, and the Roxbury Multi-Service Center, Family Service Association and City Missionary Society for Emergency Funds and Seventh Day Adventists for furniture, and the Lend-a-Hand and Fragment Societies for clothing. Advocacy is a major component of this service, particularly with DPU, welfare and the courts.

Counseling - Ten long-term counseling cases are being carried at present, in addition to short-term crisis counseling. Home visits are done in conjunction with this and other services.

Special Services - includes Food Stamp applications, Christmas baskets, Globe Santa letters, and summer Camperships obtained through Permanent Charities, YWCA and Ellis Memorial. In addition, the program matches a small number of people who are looking for babysitters with others who want babysitting jobs.

A major special service was assistance with the heating bill program.

Other Activities - Escort services are also provided to clients needing assistance in dealing with welfare offices, and other human service delivery agencies. Translation/interpretation is usually provided to non-English speaking clients. However, the program is currently without bilingual staff.

Staffing - The staff, funded through ABCD, is as follows: 1) the Social Service Coordinator, who is responsible for overall program operation, program documentation, supervision of the Social Service Aide, coordination with other agencies, and the provision of referrals and direct services; 2) the Social Service Aide slot which is presently open, the Aide having left the program last summer; and 3) the MIS Statistical Clerk, who is responsible for MIS reporting of all APAC programs, but is funded out of the Social Service budget. Staff are paid at the salaries budgeted, except for the Social Service Coordinator whose salary is considerably lower.

Two CSC volunteers help out with community outreach, each working a minimum of twenty hours a week. The Social Service Coordinator is responsible for the social services program and supervises social service staff; the Coordinator is accountable to the Executive Director. Formal staff meetings are held and there is ongoing communication between the Executive Director, Coordinator and staff from all APAC departments.

The APAC has been without the Social Service Aide since last summer. Although it has been impossible for bilingual outreach to continue, the APAC has minimized the effect on clients by utilizing bilingual NEC staff to serve Spanish-Speaking clients. Screening is now underway to hire a Social Service Aide.

Staff are given the opportunity to take courses and to attend workshops. Staff participate in courses given at ABCD Central and in community college workshops. Staff are involved in writing the 419s and are kept informed of programs at ABCD Central.

Program Operation - All records are kept centrally in a locked file in the APAC office to which there is limited access. Respect for client confidentiality is high among staff. Private interviewing space can be arranged. Workers have individual telephones; each worker has a desk at the APAC. The APAC has improved its physical appearance and has made the office more noticeable to passersby.

The Social Services Program utilizes an intake form and the case notes include client contacts and referral information. The Coordinator reviews workers' case records. Clients are referred by a telephone call to the agency. This is followed by a letter to the agency introducing the client and stating the service needed. Follow-up, which is done whenever possible, consists of contact with the client to determine if the service has been provided. In short-term cases, the case is open until the service has been provided; cases are re-opened whenever necessary. Long-term cases are not "closed" in that clients return to the APAC to share their progress.

The program also utilized additional record-keeping systems for applicants of the heating bill and weatherization programs. The Coordinator is planning to institute a telephone log sheet since often service is provided immediately over the telephone.

Relationship with the Community

The APAC services all ethnic groups in the community and has found all groups to be receptive. The APAC is co-sponsoring a Cancer Seminar with the American Cancer Society, the NAACP and the League of Neighborhood Health Centers. There is very good coordination with other agencies and good referral relationships. Technical assistance and/or case consultation is provided by the local Welfare office, DPU, the Veteran's Hospital and Massachusetts Mental Health. The APAC is the coordinating agency for the Commonwealth Service Corps which brings it in contact with many other agencies.

Relationship with ABCD Central - ABCD Social Service staff have attended training sessions at ABCD. The Coordinator feels this year's training outline is interesting and plans to bring other staff. The Coordinator has requested and received technical assistance on an ongoing basis; for instance, on the heating bill program and with a variety of general questions. Technical assistance has been provided in developing record-keeping forms. Additional assistance could be used in proposal writing.

Numbers Served - The APAC has served the numbers projected. However, due to the renovations and the absence of the Social Service Aide, not all the MIS figures have been reported. Additional persons have received special services and documentation is now being compiled.

Assessment - The Executive Director and Social Service Coordinator feel that the program has gotten better known in the community through media coverage, word-of-mouth and the heating bill program. The Executive Director feels that the APAC staff are functioning more and more as a team.

The Director and Social Service Coordinator both feel that the program has a good track record and has established good relationships within the community. The program is constantly evaluated and both feel that no other agency is delivering the same type of service as the APAC, particularly in providing crisis intervention and an opportunity for clients to be served in an informal, comfortable environment.

Recommendations:

1. An adequate follow-up system should be developed, formalized, and added as a separate MIS category.

2. Intake and case record keeping forms should be developed.

Deficiencies:

1. Lack of MIS category for Escort Service.

2. Program has one empty staff position (social service aide).

3. All MIS figures have not been reported.

ROXBURY-NORTH DORCHESTER APAC

Monitoring Summary:
School Age Education

Monitor: Melissa Tillman

I. General Program Description

The Roxbury-North Dorchester School Age Education Program operates from its education facility at 10 Putnam Street, Roxbury. It is funded by CSA monies, only $36,412. There are four major areas of programming: 1) Educational/Cultural Activities, 2) Skill Classes, 3) Counseling and Referral, and 4) Remedial Education/Tutorial.

II. Methodology

The monitoring session was held on January 25, 1978, at the education facility in the John Eliot Church, 10 Putnam Street, Roxbury. Attending was the APAC Director, the Education Supervisor, the Assistant Education Supervisor, the Bilingual Education Assistant, and the Bilingual work-study student. It was a relaxed and comprehensive session.

III. Monitoring Assessment

A. Organization and Staffing

The Roxbury-North Dorchester School Age Education Program has made a concentrated effort to recruit and develop competent staff to operationalize its extensive programming. Coordinating and supervising the program is the Education Supervisor who has an Education Assistant and a Bilingual Education Assistant. Together they coordinate all activities, supervise staff, make on-site visits to the schools and programs, work with 766 and the core evaluation process, tutor, translate, counsel students

and train tutors. In addition the program uses five work-study students and two volunteers to provide educational services to the children enrolled.

In-service training is provided them by consultants from other human service agencies as well as by specialists within their own program whom they use as resource persons (e.g., tutor who is a math specialist in the program).

Supervision is effected through: orientation sessions, classroom observation, on-site visits, counseling, weekly staff meetings, etc.

Tutor performance is evaluated through: daily records and progress reports, on-site supervision, personnel records and discussions and weekly meetings. Evaluations are written, kept in APAC personnel files and used to supervise staff.

B. Participants

Participants served are elementary, middle and senior grade; there is a GED program for adults. All school age children attend the public schools; 25% of the enrollees speak Spanish and bilingual instruction is provided in all subject areas. The process for inclusion in the program is open with preference given to those children residing in the APAC target area. Children are recruited through the Guidance Department of the local schools, local agencies and media announcements. Their education needs are for basic education skill development, reading, language arts, math, and vocational/career guidance.

C. Program

1. Education/Cultural Activities: Throughout the program year, Monday-Saturday, 2-5 p.m., educational and cultural activities are provided by staff to the children. Children participate in field trips, a bilingual cultural club, a black history program, woodworking, nutrition and health education activities.

2. Skill Classes: Classes are provided in ESL and offer remedial education, grammar, math, science, and history; a GED program is offered which instructs in all the subject areas on which the examination is based.

   ESL classes are available Monday-Friday during and after school hours. Training occurs at 10 Putnam Street and at the school sites (Timilty, Cathedral Grammar Schools); GED classes are Monday-Wednesday-Friday, 9-11 a.m. at 10 Putnam Street.

3. Counseling and Referral: Such activities are ongoing Monday-Friday between the hours of 9-5 p.m. and provided to clients by the Education Supervisor.

4. Remedial Education/Tutorial: Tutoring is provided in all academic subjects and to special needs youngsters Monday-Friday during and after school at both school sites mentioned above and 10 Putnam Street; the Assistant Education Supervisor is the person primarily responsible for the program.

The School Age Education Program: does a great deal of advocacy work for children and families; acts as liaison between the children and the schools; promotes open communication between themselves and the participating schools and maintains strong linkages with other community programs.

The aforementioned activities meet and support the program's goals of:

-coordinating and implementing a comprehensive educational program for community residents

-providing coordinated and supportive services to clients

-providing standards of continuity in education and facilitating opportunities for higher and continuing education

-increasing the clients' ability to determine and/or have a role in their destiny.

Records are kept at the Education Office, 10 Putnam Street on attendance, counseling and referral, and test results.

Testing of program participants is done by the home school (both pre and post). If it is felt that an additional assessment of a child's achievement and ability is necessary, the School Age Program will perform such. Student progress is evaluated through both

teacher and tutor assessment, homework and classroom work and report cards. Students remain in the program 3-6 months.

Follow-up of students is done by staff within three months of their departure from the program through contact with the referring institution. GED follow-up after persons have taken the examination is provided through counseling and resource activities that are based upon the students' needs.

D. Program Coordination and Community Involvement

The School Age Education Program has a strong relationship with local community agencies and the schools which they have worked hard to foster, develop and maintain. In addition they utilize these resources effectively and deserve great benefit from the training they provide them, e.g., Whittier Street Health Unit provides health education training; U. Mass, nutrition education; Massachusetts Rehab., special needs consultation, etc.

In soliciting work-study students the Personnel Department, ABCD, has been helpful.

E. Perceptions

The School Age Education Program offers a comprehensive plan of educating its community based upon resident needs and in coordination with existing community recources. The environment and atmosphere where the educational activities are pro-

vided is bright and attractive; staff seems very enthused and committed to what they do. Interpersonal relationships appear meaningful and strongly supportive. The program demonstrates hard work, solid planning and effective implementation.

Deficiencies:

None

ROXBURY/NORTH DORCHESTER APAC

Monitoring Summary: Monitor: Roy Sherman
Youth Development Program (YDP)

BASIC INFORMATION (funding, staffing, and recruitment and selection methods)

The Roxbury/North Dorchester APAC's Youth Development Program, administered out of the APAC's main office at 2249 Washington Street, is funded by CSA for $45,116 from 9/1/77 to 8/31/78. The APAC receives no non-CSA funds for its Youth Program.

Having been in operation for 12 years as a primary provider of youth services in Roxbury, the APAC's YDP has been budgeted to contain 6 staff members, as listed below. However, at the time of the interview, only three positions were filled. Recruitment for the vacant positions is in process.

Supervisor of Youth	full-time	position filled
Youth Worker	20 hours/week	filled
2 Youth Workers	each 10 hours/week	one filled
Recreation Worker	full-time	empty
Silk Screen Instructor	20 hours/week	filled until 1/78

Annualized salaries for the above staff total $27,254.

The respondents indicated that, in addition to paid youth staff, 2 volunteers are also contributing a total of 30 hours per week to the program. They are involved in the arts and crafts, silk screening, and recreation activities, and are documented under local share.

Recruitment of youth for Roxbury's YDP is accomplished in several ways: distribution of fliers and brochures (samples observed), advertisements in Bay State Banner, and use of neighborhood schools and churches as publicity mechanisms.

There is no selection process for the YDP. According to the respondents, no one is ever rejected. However, youth who are enrolled in the APAC's work program must not exceed federal age and income limits. A small waiting list for the work program presently exists.

The monitoring interview occurred on January 27, 1978. Participating were the APAC Executive Director and the Supervisor of Youth.

PROGRAM ACTIVITIES

Roxbury's YDP has a fairly large array of activities, operating out of a few different locations. The activities are summarized below:

1. Communications (Electronics) Program. Supervised by one of the part-time Youth Workers, this activity is new this year. Operated out of Lena Park Community Development Corporation, the activity currently has 11 enrollees, several of whom are paid the minimum wage as part of the YDP's work program. They participate a maximum of 10 hours a week, and receive instruction in and introductory career exposure to amateur radio operation. The course, taught by a professional ham and CB operator, is expected to be completed by September, 1978. At the time of the interview, the program operated on Saturday mornings from 10:00-1:00 pm and on Tuesday evenings from 7:00-9:30 pm. Channel 2 and radio station WILD have been utilized for tours and "shadowing" in order to afford the participants an initial exposure to the professional aspect of communications and broadcasting. Although the 419 indicates that the APAC has received a commitment from WTBS at MIT to provide technical assistance, there has as yet been no such assistance supplied. The Youth Supervisor stated that the APAC is in the process of reaffirming the commitment. Because of a lack of instructors, the program is not equipped to serve much more than the current enrollment.

2. Early Childhood Development. Four youth are presently enrolled, two of whom are paid the minimum wage as part of the

YDP work program. The APAC's Day Care Supervisor supervises the activity which operates afternoons, Monday through Friday, out of the APAC's Day Care Center located in the Whittier Street Housing Development. Youth interested in working with pre-schoolers, currently numbering 31, are often assigned to the program. The youths' duties include assisting day care staff, supervising the pre-schoolers, and teaching them arts and crafts activities.

3. Silk-Screening Program. Although the Silk-Screen Instructor left his position in January, 1978, the respondents indicated that they have every intention of fully continuing this successful program once a new Instructor is found. Fortunately, the enrollees have acquired many art skills so that the program can still partially operate with volunteer assistance. It runs Monday through Friday from 1:00-6:00 pm at 3 Ambrose Street in the Orchard Park Development, site of the APAC's Teen Lounge.

The major emphasis of this career-oriented program is the teaching of printing and graphic design. Some business skills, such as inventory and sales, are also taught. As a positive commercial by-product, the enrollees have, for example, done some work for a fashion show. Also, the South End Settlement House has requested assistance from the APAC's silk screening staff

and participants in establishing a similar program of its own. The monitor was shown some of the students' graphic works, including a monogrammed T-shirt.

Lastly, the respondents indicated that the enrollees are also teaching senior citizens various graphic arts and crafts skills -- an aspect of the program continued from last year. Fifteen youth participate in the Silk-Screening Program.

4. Job Development. Coordinated by both the Supervisor of Youth and one of the part-time Youth Workers, this activity is designed to have two facets: (1) after-school placement of youth who are unable to be enrolled in federal work programs. Various agencies and businesses are tapped to support this facet; and (2) orientation of youth in work readiness and personal growth. The monitor was not informed how the second program facet is achieved. Because of the difficult job market in this city, the monitor believes that the 419's estimate of 50 youth placements is high. At the time of the interview, 5 youth had been placed while 10 jobs had been developed. Some examples of placements include Filene's, Brigham's, and Lester Ben's Printing Company.

5. CSA Work Program. The work program is a long-standing YDP activity. Budgeted for 12 slots, the activity presently has 9 enrollees. The remaining 3 slots will be used for a photography

program in the process of being developed. The youths are paid the minimum wage, currently $2.65/hour, for a maximum of 10 hours per week. Work hours are generally 3:00-5:00 pm, Monday through Friday. Worksites have recently been broadened to include the Lena Park Electronics Program, APAC Day Care Center, Tufts Dental Program (youth in training until 2/6/78), APAC Youth Center, and Northeastern University. The Supervisor of Youth and one of the part-time Youth Workers coordinate this activity.

6. Arts and Crafts. Sixteen youth are currently enrolled. Both the Silk-Screen Instructor and a volunteer supervise the activity which is operated out of 3 Ambrose Street from 3:00-5:00 pm on four days per week. The program is geared toward youngsters who are 8-12 years of age. As of the December 1977 MIS report, MIS documentation for the program is totally lacking.

7. Recreation. Currently comprised of activities in tennis, basketball, and tabletennis, the recreation program is operated out of the Youth Center at 3 Ambrose Street. Fifteen youth participate an average of 3 days a week from 3:00-6:00 pm. The Silk-Screen Instructor supervises the activity which is generally informal. Registration forms on several participants were observed.

8. Teen Lounge. Located at 3 Ambrose Street, the YDP teen

lounge is another continuing service that the Roxbury/North Dorchester APAC offers to area youth. The lounge is open from 9:00 am-9:00 pm, Monday through Friday, and always has a staff person on the premises. Both the Youth Supervisor and the Silk-Screen Instructor supervise the lounge's operation. Visited by approximately 50 youth per week, the lounge offers the following activities: recreational games and events, Youth Council meetings, and workshops in health and hygiene, youth and the law, etc. About 20-25 youth attend the workshops, according to the Youth Supervisor. Equipment available in the lounge consists of a pool table, bumper pool, table tennis, table games, and exercising table.

9. Intake and Referral. Both the Youth Supervisor and a part-time Youth Worker perform intake and referral services. Most youth who are aided by this service are recorded on the APAC's standard registration forms, which the monitor observed. MIS forms are also utilized. Referrals, which are usually followed up by telephone, are made on an ongoing basis to a number of agencies and programs. Several examples are listed below:

Type of Service	Name of Agency	Average Number Referred/Month
Youth	YMCA	2
	ASWALOS	5
	YRC	6

Type of Service	Name of Agency	Average Number Referred/Month
Health	Whittier St. Health Ctr.	3
	Roxbury Medical/Dental Group	2
Legal	Greater Boston Legal Services	4
Employment	NEC	10
	Private enterprise	
Education	APAC Education Dept.	7
	Northeastern Univ.	3
	Fisher Junior College	2
	Wentworth Institute	2
	OIC	3
	Mass. College of Art	3
	Tufts Univ.	10
Training	Whittier St. Health Ctr. (lab technician)	1
	Lena Park (electronics)	11

10. Face-to-Face Counseling. This activity is somewhat informal; nonetheless, it is a service that many youth do benefit from. Having served 11 youth from September through December (according to the MIS report), all counseling activites are done on both an individual and group basis. Workshops are also a primary way in which counseling occurs. Counselees are seen as often as necessary, sometimes every day. There are no

active caseloads. The counselors consist of the Supervisor of Youth, a part-time Youth Worker, and two volunteers from Greater Boston Legal Services. Referrals are made when in-depth counseling or specific professional consultation is necessary. Typical referral agencies have included GBLS, Solomon Fuller Mental Health Center, Division of Youth Services, and Whittier St. Health Center. Referrals to the latter agency are made especially for prenatal care and family planning information. The respondents noted that once a youth's needs are assessed, a counseling strategy is implemented that often involves both the parents and professional referral agencies. The respondents also indicated that counselors neither receive any training nor maintain case counseling records (except for MIS).

The monitor had a favorable impression of the YDP's potential for organizing an effective counseling service, and suggests a few ways in which the service may be improved: (1) some ongoing training or courses in counseling, (2) use of private counseling records as necessary, and (3) establishment of strong linkages with several city-wide counseling-oriented agencies. Such linkages may assist the staff in developing long-term resources, obtaining free training in counseling techniques, and organizing an efficient system for necessary referrals.

Lastly, the respondents described the types of counseling provided, and accomplishments they have noticed as a result of their counseling services. Counseling usually is done in three areas: health, legal, and vocational. A few key achievements in each of the three areas are shown below:

Health — linkage with Whittier St. Health Center; females counseled on birth control, acceptance of pregnancy, and ways to further education as well as take care of baby.

Legal — linkage with GBLS; counselees obtaining better understanding of legal process and rights of youth.

Vocational — confidence building and initial entry into work force as result of instruction and consultation on job interview techniques and on filling out applications.

MIS REPORTING

MIS forms are being regularly submitted to ABCD. However, the December, 1977 MIS report indicates a cumulative total of 0 for the arts and crafts and job development activities, which are serving youth, according to the respondents. In addition, a couple of other activities under MIS are a bit shy of the actual enrollment levels quoted by the respondents. Lastly,

two activities (teen lounge and communications) are not found in the MIS reporting system, making the reporting of youth served in these areas an impossibility. To fully credit itself for the services it appears to be providing to Roxbury youth, it is in the APAC's best interest to improve MIS documentation in the above mentioned areas.

APAC YOUTH INVOLVEMENT IN COMMUNITY

The Roxbury YDP sponsors a Youth Council currently comprised of 11 members. The list of members was obtained. Council members, many of whom are enrollees in either the CSA or YEES work programs, are volunteers who usually serve for about a year. The Council is governed by a set of rules and regulations which the members themselves developed a couple of years ago. The current membership is expected to shortly re-evaluate the rules and make any necessary revisions. The Youth Supervisor works with the Council on an ongoing basis.

The Youth Council meets once monthly. The monitor received one set of minutes dated September, 1977; however, minutes of meetings are not always done. According to the respondents, the purposes of the meetings are to: (1) plan programs; (2) set program priorities; (3) schedule and approve many of the pro-

gram activities described in this report; and (4) participate in the writing of the youth development 419. Two of the Youth Council's officers have received training in youth development and leadership training at Fort Devens. The Boston Youth Leadership Coalition provided this training in October, 1977.

According to the Executive Director, there are no youth serving on the APAC Board. As an explanation, she cited the "open elective process" of Board elections. Very simply, no youth were elected or no youth decided to run. The monitor suggested that appointments to the Board may include representatives or participants of neighborhood youth-serving agencies. The idea appeared to appeal to her.

Although the APAC Board does not have a Youth Committee, it does have a Program Planning and Finance Committee, which addresses all APAC programs. The Executive Director stated that the relationship between the youth staff and Board members is a good one. Board members are invited to the Youth Department, and are given verbal and written reports on program activities.

The YDP also attempts to be involved in some neighborhood events. For example, the APAC was one of two sites in Roxbury selected

to participate in First Night 1978. The YDP also participated in a flea market sponsored by the APAC.

TECHNICAL ASSISTANCE

The Executive Director emphasized that the APAC Youth Program is in need of technical assistance in several areas: proposal writing, fund raising, program development, staff and enrollee training, and job development.

The APAC has requested assistance from several sources: (1) ABCD Planning Department, (2) Roxbury Multi-Service Center, (3) Cooper Community Center, and (4) Greater Roxbury Development Cooperation.

Additional information on each of these requests is as follows:

Assistance requested (date of request)

1. Proposal writing (December, 1977)
2. Joint proposal development (November, 1977)
3. Several joint proposals (ongoing)
4. Assistance in establishing economic development project for youth (December, 1977)

In each case, the assistance requested was received at no cost to the APAC.

Lastly, the APAC has also received several kinds of unsolicited

assistance for the Youth Program. Channel 2 has donated a $2,000 camera; Striderite Shoe Company has donated 55 pairs of shoes; and, two volunteers have expressed an interest in setting up the planned photography program.

PROGRAM COORDINATION

Agency Cooperation

In order to deliver services and programs to neighborhood youth, the APAC YDP works with a number of different agencies and institutions. Included among them are the following:

Name of Agency	Purpose of Relationship
Lena Park Community Development Corp.	training and space
Boston Parks and Recreation Dept.	space and equipment
YMCA	referrals, recreation
Boys Club	photography link-up
Whittier St. Health Center	referrals, training
Roxbury Medical/Dental Group	training
ABCD, Inc.	job placement, assistance
Tufts University	dental training placements
Northeastern University	health services placement
Greater Boston Legal Services	legal advice, consultation
Mass. College of Art	education/art referrals

Name of Agency	Purpose of Relationship
Wentworth Institute	education referrals

419 Compliance

It is quite clear to this monitor that the APAC is doing a good job of following the 419 for its Youth Development Program. Each activity listed is functioning, although in one or two instances, minor program delays have occurred. Essentially, there is only one major difference between the 419 on the program and the actual program as described herein: three staff positions provided for in the APAC's youth budget are currently vacant. The Executive Director is aware of the problem. Recruitment is apparently in process.

As the staff begins to prepare the youth development 419 for the upcoming program year, the monitor suggests the following: (1) a revision, as necessary, of days and hours of operation for programs that have been changed this year; (2) a close look at projected levels of involvement (e.g., job development) to determine if some of the projections included in the current 419 are unrealistic; and (3) a revision of the recreation activity to more accurately reflect the program's current emphasis.

PERCEPTIONS OF RESPONDENTS

Both respondents were excited about the APAC's Youth Development Program. They believe that its best features are: (1) exposure of youth to various practical employment fields; (2) building of motivation and confidence; (3) building of team spirit and desire to work together to achieve common goals; (4) preparation for possible careers in private enterprise; (5) introduction to business operations (e.g., the silk screening program teaches some basic skills in inventory and sales); and (6) intensification of program enrollees' respect for the elderly and for the community in which they live. In addition, the Executive Director commented that the APAC is undergoing a constant process of self-re-evaluation to try to eliminate problems before they occur.

The respondents believe that the program's improvement over last year can be attributed to several factors: (1) program emphases have become more clearly defined; (2) sharing of existing resources (Ambrose Street Teen Center) resulted in some positive and desired program changes; and (3) several program activities are providing participants with basic marketable skills in communications, graphic art, childhood education, and dental apprenticeship.

Lastly, the respondents also outlined several ways in which their program could be improved: (1) more training for existing staff in areas such as proposal writing and reading and interpreting legislation; (2) additional full-time staff; (3) new programs and expansion of old ones; (4) site (building) ownership for independent operation of the YDP; and (5) retention of existing qualified staff.

MONITOR'S BRIEF ASSESSMENT

The Roxbury/North Dorchester APAC Youth Program continues this year, as in past years, to offer many kinds of activities and services to neighborhood youth. MIS documentation, although weak in some areas, is adequate, and APAC records appear to be good. Communication between youth staff and APAC administration also seems good.

The youth staff is beginning to solidify the "career exposure" facet of the YDP in areas of demand, such as health, communications, and commercial graphic art. The monitor hopes that the staff will further strengthen this facet by offering the enrollees the fullest extent of resources and training available through the Tufts University Dental Program and the Lena Park Community Development Corporation.

Finally, the YDP is operating in nearly full compliance with the 419, except, as mentioned previously, in the area of staffing. The filling of the three vacant youth staff positions should considerably enhance the current staff's ability to offer complete services to existing and anticipated YDP participants. The monitor recommends that these positions be filled as quickly as possible.

Deficiencies -- Youth Development Program

1. Three positions within the APAC's Youth Program were vacant at the time of the monitoring (1 part-time youth worker, 1 full-time recreational worker, and 1 part-time silk screen instructor.)
2. MIS reporting is totally lacking for the job development and arts and crafts activities, and is inadequate for the silk screening program and the Youth Council.

ROXBURY-NORTH DORCHESTER APAC

Monitoring Summary:
Consumer Services

Monitor: Muriel B. Knight

The Roxbury-N.Dorchester APAC Consumer Services program was monitored on Thursday January 19, 1978, with the Director, and the Consumer Services Specialist present for the interview. The program is budgeted for $10,440 which takes care of the Consumer Services' Specialist salary and the Consultant fees for the Economic Development Planner. Two volunteers donate 10-12 hours a week to the program.

The program has been in operation for six years and residents are informed about the program through community newsletters, media, postures, brochures, and correspondence .

Everyone, who applies to the program has been assisted. Workshops on Budgeting, Financial Planning, and Eviction problems have been held. Courses in Nutrition, Cultural Identity, Income Tax Assistance and Property Tax Abatement are offered as Consumer Services to the community. Consumer Organization has been done around Evictions, Security Deposits and Landlord-Tenant Relations.

The workshops have been held in the Parent-Child Center, 188 Geneva Avenue, Dorchester, 209 Columbia Road, Dorchester, and the Y.W.C.A. in Boston. The participants in the workshops have been made aware of the resources available for the redress of consumer grievances.

The Consumer Services Specialist devotes 100% of his time to his job during the day, and spends about 5 hours during the week attending night meetings. Counseling is done on a one-to-one basis by the Consumer Services Specialist who counsels approximately 6 individuals a week, spending 5 or 6 hours on Financial Counseling.

The Economic Development Planner has been working on the Sarah J. Baker School package. The developer is Housing Innovations and the Legal Counsel is Rob Tuckerman of Hale and Dorr. When the package is completed, there is one possibility of the Sarah J. Baker School, located on Perrin Street in Roxbury, being converted into Elderly Housing and dwellings for small families.

The Consumer Services Specialist has offered technical assistance to the Symphony Road tenants on the Arson problems. He has done some organizing of consumers around the expansion of the Harvard Power Plant, involving residents of the Brigham Circle area.

Some economic development has been done with the Lower Roxbury Development Corporation and the MBTA. In addition the Consumer Services Specialist will be working with the American Cancer Society in setting up "Stop Smoking Workshops."

Deficiencies:

None

ROXBURY-NORTH DORCHESTER APAC

MONITORING REPORT: SENIOR OPPORTUNITIES — MONITOR: NANCY DALE

PART I - GENERAL PROGRAM DESCRIPTION

The Senior Opportunities Program at Roxbury-North Dorchester APAC is staffed by a half-time Senior Advisor, who was hired this year, two half-time Senior Aides, and ten volunteers. The program provides home visits, escort food buying services, educational programs and a senior lounge to elderly persons in the Roxbury-North Dorchester area. During the past year, the program has attempted to broaden its focus now serving residents of a specific housing project to reaching out to elders in all parts of the APAC target area.

PART II - MONITORING METHODOLOGY

The interview was held at the Roxbury-North Dorchester APAC office at 2249 Washington Street. The Executive Director of the APAC and the Senior Advisor were present.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. ORGANIZATION AND STAFFING

The total budget for the program from CSA is $4,779.00.

PROGRAM STAFF

Senior Advisor/Coordinator (CSA half-time) $4,160.00

Two Senior Aides (Commonwealth Service Corps) half-time

$72.00 each month

Psychology Consultant (Non-Federal) $1,000.00 per year-

Ten Volunteers average twenty hours per week.

B. PARTICIPANT INFORMATION

Elderly persons in the Roxbury-North Dorchester APAC neighborhood are provided with information, referral, counseling and other services through the program. The Senior Advisor communicates regularly with presidents of several senior citizens clubs in the community, informing them of the program's activities and soliciting ideas and concerns. In addition, 18-20 elders in the Smith House (757 Shawmut Avenue) Housing Project are offered a drop-in lounge with recreational activities two days per week.

C. PROGRAM ACTIVITIES

Activities consist of a wide-range of social services, including home visits, escort, foody buying services and workshops. The program also provides a drop-in lounge two afternoons a week, trips, arts and crafts, nutrition education and personal advocacy. A legal services seminar is being planned. The staff is in contact with a variety of other service agencies in the community and provide referral services.

D & E. PROGRAM COORDINATION AND GENERAL COMMUNITY INVOLVEMENT

The program staff is in close communication with a number of community agencies and senior groups including: Highland Park 400, Orchard Park Senior Citizens Club, BHA Elderly Group, Smith House, Council of Elders, and Boston Legal Services for Elderly. In addition, they provide referrals to the Salvation Army, Roxbury Multi-Service Center, the Women's Service Club and the American Legion - Carter Post.

F. INTERVIEWEE'S PERCEPTIONS

Considering the small budget with which this project is run, it appears to provide a strong program of information, referral, counseling and recreation. I was particularly impressed by the efforts of the Senior Advisor to expand the number of elders reached through such outreach efforts as flyers and a mailing list. The staff is in the process of revising the MIS categories to make them more specific, more accurate and more reflective of their goals. I feel that this is an important step in making a small program into a strong one. The senior advisor/coordinator has a strong respect for older persons and encourages them to retain their independence.

G. DEFICIENCIES:

NONE

MONITORING SUMMARY REPORTS

SOUTH END

APRIL, 1978

Program	Pages
Administration & Community Involvement	388-395
Social Services	396-401
School Age Education	402-407
Adult Education	408-414
Youth Development Program	415-430

SOUTH END NEIGHBORHOOD ACTION PROGRAM

(SNAP)

Monitoring Summary:
Administration

Monitors: Frank Lucibella
Carole McCarthy

Overview

The South End Neighborhood Service Center is a centrally managed program under the policy governance of the ABCD Board of Directors. Administratively, the Center is a part of the Division of Community Services of ABCD, operating through the Department of Community Co-ordination, with day-to-day operational responsibility delegated to a center director. Program staff at the Center receive professional guidance, training and technical assistance from the Center director and from relevant program departments at ABCD Central.

Briefly, the South End Neighborhood Service Center was established after a vote of the ABCD Board of Directors, in May of 1976, to assume central responsibility for the CSA-sponsored services in the South End section of Boston because of irregularities in previous operations.

At that time, there were ten active members remaining on the SNAP Board, who would remain in an advisory capacity to ABCD and help to submit a reorganized work program and budget to the ABCD for their approval by September, 1977. This task was completed and this advisory arrangement with the members of the South End Community continues to exist. The present director was appointed January 3, 1977.

The South End Neighborhood Action Program's service area encompasses the streets between Huntington Avenue to Lenox Street and Massachusetts Avenue to Berkley Street.

During fiscal year 1977-78, the South End Neighborhood Service Center will receive a total of 291,099 in CSA funds to operate pro-

grams in the areas of: school age education, adult education, youth development and Social Services. In addition to these services, ABCD also sponsors a Head Start program, and a Neighborhood Employment Center.

To augment this programming, SNAP has sought additional funding from the City of Boston's Youth Community Conservation and Improvement Program. This proposal for $85,300 was not approved for funding.

The fact that the Service Center is centrally managed necessitates an adaption of the usual monitoring format. The methodology that was used included on-site visits and interviewing of the Center Director, members of the Advisory Committee and program staff. The monitoring reports are a summation of this information, and are organized as follows: one report dealing with central management and community involvement; and an individual report on separate areas of program operation, i.e., education, youth development and Social Services.

Management

The monitoring of the administrative component of the South End Neighborhood Action Program (SNAP) was conducted on Tuesday, February 28, 1978 at the SNAP offices, 554 Columbus Avenue. In attendance were the Executive Director, the Administrative Assistant, and the Monitors. The atmosphere was cordial and cooperative.

Staffing

ABCD Personnel Department currently indicates sixteen (16) full-time and two (2) part-time CSA funded positions; two (2) are vacant; the Program Developer slot has been vacant for two months and Secretary/Intake has been vacant for three weeks.

The Chinese E.S.L. Program is currently authorized for 8 slots,

six of which are filled. All eight of these positions are budgeted as consultants.

The Executive Director indicated that current job titles and functions accurately reflect staff responsibilities. As ABCD employees, all staff are governed by ABCD Personnel Policies and Practices. No staff have been put under disciplinary action nor are there any personnel grievances in process. The Executive Director indicated his satisfaction with hiring, firing and disciplinary procedures and felt they promote solid management.

Staff supervision is accomplished by a variety of mechanisms: monthly staff meetings are held and monthly reports on all programs are required; department heads meet regularly with staff, supervise their day-to-day activities and conduct necessary evaluations; on-site visits are conducted as necessary by the Executive Director and M.I.S. activity is used to monitor program staff operations.

Refunding:

This years preparation of 419's and 325's begins with a review of the previous year's plans by the Executive Director and appropriate department heads. As modifications are outlined, staff are provided technical assistance by ABCD program departments. Staff and department heads then collaborate on the preparation of the 419's and 325's which are then reviewed by the Executive Director. Once completed the SNAP Advisory Boards reviews the plans and they are submitted to ABCD Central for review and Board approval.

If program modifications are to be made during the program year, changes are iniated through the ABCD Planning and Program Development Department.

Local Share:

The Agency reports its Local Share Contribution to the ABCD Budget Department, The date of the last report was November 16, 1977.

Budget Reports:

Financial reports provided by the ABCD Budget Department are utilized by the Executive Director to monitor his monthly expenditure. Reports are shared with various department heads in order to obtain their input and maximize the use of agency's funding.

M.I.S.

M.I.S. Service Records are submitted regularly to the ABCD Planning Department and no problem is anticipated in reaching program year activity projections. Staff who initiate client contact have the responsibility to fill out forms for each client served. Records are then forwarded to the Administrative Assistant, reviewed for correctness and completeness, logged in the SNAP records and forwarded to ABCD. Monthly summaries are reviewed by both the agency Executive Director and Department Heads to check progress towards the program's annual projections.

Property Control:

The Administrative Assistant maintains the agency's property control system in accordance with ABCD practices.

Relationship with ABCD

The Executive Director expressed overall satisfaction with his relationship with ABCD Central. He found the programmatic and fiscal help especially useful in rebuilding the agency's programs. The Education Department and the Youth Department were expressly mentioned

for their technical assistance. The Director expressed, however, that he felt it would be beneficial to establish definitive operational procedures for centrally managed service centers.

The Executive Director identified his responsibilities as:

1) to maintain community relations;
2) to advocate for programming that meets neighborhood needs;
3) to develop new programming;
4) to maintain existing programming;
5) to oversee staff in the operation of program.

Agency/Community Relations

As a centrally administered program, the SNAP Advisory Committee serves only in an advisory capacity. The committee is currently composed of 13 members and meets monthly. There are two operating subcommittees: nominating and executive. Minutes of the advisory committee meetings are forwarded to the ABCD Department of Community Coordination.

To further foster community involvement in SNAP programming, SNAP provides program support to the Solomon Carter Fuller Mental Health Center by serving as host for their staff training. SNAP is also a recruitment source for programs operated by the Greater Roxbury Development Corporation and utilizes the South End Health Center as a source for referrals. The agency is also represented on the Greater Roxbury Development Corp. Board of Directors, the South End Interagency Council and the Minority Vocational Educators Council.

The Executive Director relies upon his advisory committee to:

1) understand the goals and objectives of agency programming;
2) identify community needs;
3) assist in planning and developing programs;
4) monitor and evaluate existing programs

This utilization of community resources has enabled the agency over the past year to accomplish:

a) reorganization of programming;
b) a physical improvement of facilities;
c) a re-establishment of the agency's reputation.

Deficiencies:

1) Steps should be instituted to fill two vacant positions: Program Developer and Secretary/Intake.

SOUTH END NEIGHBORHOOD ACTION PROGRAM

(SNAP)

Monitoring Summary:
Social Service

Monitor: Sharon Springer

The monitoring interview was held on January 26th 1978 at SNAP, 554 Columbus Avenue, Boston, Mass. Participants were the agency Director, the acting Social Service Supervisor, a Social Worker and the monitor.

The program is housed on the third floor of a four story townhouse. Semi-private partitioned space is provided for the Social Workers. Private interviewing space is available to the workers when needed. Each worker has their own desk and phone, and all files are kept in a locked filing cabinet available only to Social Service staff.

SNAP is funded by ABCD at a level of $69,104, which is used to provide a variety of direct services. The staff funded by ABCD consists of three social workers, one of whom is acting Supervisor for the program, who provide referrals and direct services to community residents and one Secretary/Intake worker who provides information to community residents and secretarial support to the Social Service staff. There is one unfilled slot in the program at present, that of Social Service Supervisor. The slot was filled for a few months this past year but again vacated. The program is in the process of recruiting a new Social Services Director.

An MSW from the Solomon Carter Fuller Mental Health Center currently provides four hours of in-service training to the staff on a bi-weekly basis in the area of case management.

PROGRAM SERVICES

The program provides the following:

Intake & Assessment - the initial contact with client or referral source. The problems facing the client are assessed and the appropriate Services (or referrals) are decided upon.

Individual Counseling - around housing, financial, and family problems.

Group Counseling - This is done in forum presentation of topics of interest to the community. Community meetings are planned for instruction in the filling out of income tax forms.

Information and Referral - Providing information on community resources and connecting a person with a needed resource. Follow-up is done on all referrals.

Personal Escort - To a needed service, when necesssary to connect the person with the service, e.g., in the case of a handicapped or non-English speaking person.

Translation - For non-English speaking clients.

Seasonal Programs - Twenty (20) Thanksgiving baskets were distributed this year. At Christmas time 150 children received toys and attended a Christmas Party. Another Christmas party was held for approximately 135 Senior Citizens, which one of the Social Service workers helped to organize.

OTHER PROGRAM ACTIVITIES

The program staff has spent a good deal of time and effort to correct deficiencies noted in last year's monitoring. High on their list of priorities has been the renewal of good relationships with the community it serves. During the months of March and April a mailing went out to all clients that had been served by the program in the past. The mailing explained the services available at SNAP and encouraged community residents to come for assistance whenever needed. All previously held cases were closed and have been held on file to be reopened at the client's request. The mailing brought back approximately 25 clients. New clients have also been brought into the agency through recruitment done for the Fuel Assistance Program sponsored by ABCD.

Documentation of Services

Services for this program have been very well documented for the first quarter of the program year. As of November 368 new clients have received services. With an estimated 645 new program participants to be served for the funding period, the program is well on the way to meeting and surpassing it's goal. It would appear that the outreach work done over the past year has been effective.

A centralized, internal record keeping system is now in place. Workers at this time are utilizing an intake form, and casework progress notes are maintained on each client. In addition, each worker submits a monthly report form to the acting supervisor which notes number of cases, contacts and any meetings or conferences attended during the month.

Information on clients is only given to requesting agencies after a signed release is received from the client involved. Case records are kept in a locked filing cabinet and confidentially is stressed to all workers.

Staff Meetings and Evaluation

Social Service meetings are not held on a regular basis. At present, general agency staff meetings, however, are held on a monthly basis. Supervision is provided to the Social Workers by the acting supervisor, on an as needed basis.

Evaluations are done by the administration using the ABCD evaluation forms once a year. The acting supervisor checks the monthly reporting forms and checks for the amount and quality of intervention preformed for the client.

Relationships with ABCD

Technical assistance was provided to the SNAP Social Service staff in writing the 419 and technical assistance is provided on an ongoing basis. Staff attend the monthly Social Service staff meetings.

Relationships with Other Agencies

Good referral relationships have been developed with Welfare, Legal Services, BHA, Boston Detox Center, and the Solomon Carter Fuller Mental Health Center. The workers have made themselves available to other agencies for translation and escort, and they have found this to strengthen relationships.

Assessment

The staff felt that the program has come a long way over this past year and the monitor would agree. Their outreach efforts appear to have been effective in that people are returning to the agency for services.

The hiring of a Social Worker fluent in Chinese has opened the program to a portion of the population that it was unable to reach previously. A Spanish speaking worker was already on staff.

Many of the deficiencies noted last year have been resolved: the social worker's slot has been filled; all activities on the 419 are being implemented except formal ongoing group counseling; and an internal record keeping system has been established. Adequate space for the program is provided.

The need for a program director should be a priority item in the next few months. The monitor feels this would help to insure future growth of the program as well as contribute to the skills development of individual staff members.

Training in group work techniques is also suggested to enable the staff to go beyond forum presentation on problems of community interest and actually develop counseling groups

Overall the monitor noted great strides in service delivery since last years monitoring. Staff input and enthusiasm are high, and all noted hopes for continued growth and success in this next year. Work has already begun on the development of next year's program, and goals and timetables for the remainder of this year are being developed.

SNAP SOCIAL SERVICE PROGRAM

Deficiencies

1. The Social Service Director's slot is again vacant and should be filled as soon as possible.

2. There is a need for group work training.

3. There is a need for regular social service staff meetings.

SOUTH END NEIGHBORHOOD ACTION PROGRAM

(SNAP)

Monitoring Summary:
School Age Education Program Monitor: Melissa Tillman

I. General Program Description

The SNAP School Age Education Program is funded by CSA for $18,768 and the Holy Trinty Church ($10,000 and some equipment) to operate a Chinese ESL program. The program serves thirty-nine (39) Chinese youngsters, grades 4 through 12; criteria for their involvement follows later in the report. Inclusive of the Education Coordinator for SNAP, there are seven paid staff members and one volunteer. The program's goals are to provide ESL, phonics and reading skills to Chinese children who have limited or no English-speaking ability.

II. Methodology

The monitoring interview was held on January 17, 1978, in the office of the Education Coordinator, 554 Columbus Avenue (SNAP); in attendance were the Education Coordinator, primary respondent, the Executive Director and the monitor.

The session was relaxed, informative and honest.

III. Monitoring Assessment

A. Organization and Staffing

The School Age ESL program is one of the components within SNAP's Education Department headed by the Education Coordinator who devotes approximately 19% of her time to its functioning. Her time is spent in the supervision of program staff, materials

and records; and acting as liaison between the program and ABCD central. Daily program operation, supervision, training and counseling is provided by the Education Specialist who works twenty-seven (27) hours a week. In addition her program responsibilities also include administration, resource and curriculum development, community relations and substitute teaching as necessary.

There are five (5) teacher/instructors who work sixteen (16) hours a week; four are paid by SNAP and one by Holy Trinity Church. A volunteer who acts as Administrative Assistant for the Education Specialist performs some home visiting, substitute teaching and translating activities as needed.

B. Participants

As stated earlier there are thirty-nine (39) Chinese children enrolled, nine more than the program proposed to serve in their 1977-78 projection. The criteria for participation in the program is as follows:

a) less than 18 months United States residency
b) little or no English-speaking ability
c) membership in an income eligible family
d) student motivation determined through personal interview.

C. Program

The ESL Program operates between the hours of 2:30 and 5:30 p.m. Snack is provided between 2:30 and 3:30 p.m., prior to beginning the formal program of instruction. Instruction

began at the Holy Trinity Church in November but was moved to the Don Bosco School in December. Offices are at the Lincoln School. Children are grouped according to ability rather than age and are engaged in learning activities to acquire ESL, phonetic and reading skills. The program's objectives are in accord with Title I's objectives that children achieve at least one grade level per year (last year, children gained 3-4 grade levels in the program).

Reading skill development was identified as a need of the students and was added to the program this year. Testing is performed on the children three times a year (pre, interim and post) at the school (Don Bosco).

Teachers design lesson plans based upon the SNAP-Holy Trinity Church ESL program curriculum and follow a prescribed format.

Records of enrollee attendance, counseling services, referrals, and test results are kept by the Education Coordinator and Education Specialist at their respective offices.

The needs of the students are ESL, phonics, grammar, vocabulary, reading and comprehension and survival education determined through testing, student interviews and comments from the children's schools. Their progress is evaluated through testing, teacher observation and comment, parental response to questionnaires and comments made by them after receipt of the child's report card. The average length of

stay in the program for both children and teachers is one year plus the summer session.

D. Program Coordination and Community Involvement

Outreach for the program is made through written and verbal communication with the Boston Public School Bilingual Education Department, South Cove Health Center and community agencies within the South End and Roxbury areas.

Additionally technical assistance for the program has been secured from the ESAA Multi-Cultural Center, the International Institute Indochinese ESL Program, the Chinese Education Center, San Francisco and the Vocational English Education Program.

The Education Specialist works closely with the South Cove Health Center 766 Program around referral of children to be cored and explainations to the families about the workings of the program. The Education Coordinator participates in the Black Achievers Program which works with youth in the greater Boston area and the Association of Black Psychologists who are working in the areas of community education and black social development.

E. Perceptions

The Chinese ESL Program appears to be operating well, teachers are motivated and dedicated, often working longer than their prescribed hours. Problems that detract from the program tend to be more physical plant related rather than program related, e.g., plant -

- space too small
- need for classrooms and offices to be located within the same facility
- more storage space and equipment
- kitchen facilities to prepare hot snacks.

program -

- vocational materials in reading area for older students
- more varied reading materials
- resource labs.

The program appears to be well staffed, well organized and most importantly a meaningful experience for the children and families involved.

DEFICIENCIENCIES:

None.

SOUTH END NEIGHBORHOOD ACTION PROGRAM

(SNAP)

Monitoring Summary:
Adult Education Program

Monitor: Melissa Tillman

I. General Program Description

The Adult Education Program is funded solely by CSA for $26,787 per annum to operate a GED and a Clerical Skills program. There are five (5) paid positions allocated for the instruction and training of South End residents participating in the programs. The GED Program proposed to instruct and prepare 15 students for each of three cycles in areas of mathematics, English, social studies, literature and reading, in order that they might take the test for a high school equivalency diploma. The Clerical Skills Program proposed to provide 45 adults with entry level clerical skills.

II. Methodology

The monitoring interview was held on January 17, 1978, in the office of the Education Coordinator for SNAP, 554 Columbus Avenue; attending were the Education Coordinator and the monitor.

The session was relaxed, informative and honest.

II. Monitoring Assessment

A. Organization and Staffing

The Education Coordinator devotes 81% of her time to the Adult Education Program where she supervises both the GED and Clerical Skills Programs, is responsible for program evaluations and performs substitute teaching duties as needed. There are four positions under her direct aegis organized thusly:

NAP Adult Education Program

1. GED Teacher, 9-12 hrs per week, instructs in math and science and provides some tutoring
2. GED Teacher, 6-9 hrs per week, instructs in reading, English, and social studies
*3. GED Teacher, 9 hrs, instruction and tutoring
4. Clerical Skills Teacher, instructs in typing, filing, and office procedure.

*The third GED teacher position remains vacant as there is presently insufficient enrollment to warrant employment of another teacher.

Training for GED staff includes September, 1977 orientation for material review, curriculum and subject area delivery; additional training is provided as necessary. The GED instructors, however, have been with the program in past years and evidence fewer training needs. The clerical skills personnel's in-service training occurred on the twenty-third (23rd) and the twenty-sixth (26th) of October; emphasis was on familiarizing staff with the new Automated Instructional Program (AIP) purchased for use in the program, and the development of approaches to integrate the Clerical Skills Program's existing materials, e.g., drill books into the new AIP.

Supervision is provided by the Education Coordinator; site visits are made to classrooms on Monday and Thursday evenings; weekly staff meetings are held on Monday; a bi-weekly meeting

is held with the clerical skills instructor.

B. Participants

Clerical Skills:

Participants in the program have a high school diploma or equivalency and seek to acquire entry level clerical skills. There are fourteen enrolled.

GED:

Participants are without high school diplomas, motivated and in possession of basic educational tools (determined by testing) that will result in success in the program. There are six presently enrolled.

C. Program

Clerical Skills:

The Clerical Skills Program meets on Monday through Friday at the Blackstone School from 6:30 to 9:30 p.m. Instructional classes are Monday - Thursday; Friday is scheduled as a practice session. Typing, filing, and office procedures are taught; while a business math and business English program is available, it is one of self-study and not a formal class. The program is divided into three cycles, with fifteen students enrolled in each session. The three programs of instruction used are the AIP basic, AIP filing and AIP office simulation program; job placement referral to the job developer for SNAP is an on-going activity.

GED:

The GED Program meets at the Blackstone School on Monday,

Wednesday, and Thursday, from 6:30 to 9:30 p.m.; Tuesday has been set aside for tutoring. The GED program also has three cycles of operation and serves 15 persons per cycle. Areas of instruction are: reading, spelling, social studies, English, literature, math and science. The Cambridge GED series and accompanying resource materials are used. The classes are divided into two sections for more individualized attention; counseling is provided to the participants by the Education Coordinator.

The educational needs of the students have been identified as: reading comprehension, vocabulary, basic math, algebra and science theory. The aforementioned have been determined through testing (the regular entry GED series, pre and post and the ABLE). Pre, interim and post testing is used within the program to measure student growth; in addition teacher-developed tests are used to measure the rate and depth of internalization of subject matter. Students must also complete self-evaluation and progress sheets midway through the program cycle.

The selection process for entrance is completion of the pre-registration form; personal interview to determine whether or not the program will meet the needs of the applicant; motivation; income eligibility; and one's pretest score. The average length of stay in the program is about six weeks; most participants leave the program as dropouts.

Follow-up is done by the Education Coordinator through written and telephone contact with the student requesting that s/he complete a program evaluation form that also explains their reasons for leaving.

D. Program Coordinator and Community Involvement

Participants in the Adult Education Program have been referred to departments within SNAP and other outside social agencies for: social services, alcoholism counseling, adult basic education programs, manpower/employment programs and babysitting services within the Blackstone School.

Program outreach activities include advertisement in the Bay State Banner, announcements sent to social service agencies within the South End and Roxbury Communities and the design and distribution of a brochure for SNAP adult education programs. Recruitment of staff and volunteers has also been aided by the ABCD Personnel Department.

A GED instructor is an active participant in the Mackey School Home/School Association and the Education Coordinator is a member of the Association of Black Psychologists and the Black Achievers Association.

E. Perceptions

The Adult Education Program has fine, dedicated staff; however, the program's dropout rate is a primary concern for them and the monitor. The program's strengths are small classes, individualized attention for Clerical Skills, quali-

fied and interested personnel. Program weaknesses needing work are:

--increased structure within the GED program

--development of a mechanism for entrance and exit of students during the program's operation so that they'd be more likely to sustain motivation and interest

--modified contract agreements with students

--separate classrooms

Positive improvement over last year's program is seen through:

--better student assessment resulting from pretesting

--increased student responsibility for attaining their goals

--a solid recruitment procedure in place

--the quality and quantity of instructional materials is markedly improved.

In summary, the Education Coordinator has brought the program along to a higher level of service from the last monitoring session. Her competence and commitment will greatly assist her in remedying the program weaknesses she has identified.

DEFICIENCIES:

None.

SOUTH END NEIGHBORHOOD ACTION PROGRAM

(SNAP)

Monitoring Summary:
Youth Development Program (YDP)

Monitor: Roy Sherman

BASIC PROGRAM INFORMATION (funding and program background)

SNAP's Youth Development Program, administered out of 554 Columbus Avenue and operated out of 15 Berkeley Street, is funded by CSA for $62,008 from 9/1/77 to 8/31/78. The Center receives no other funds for the YDP.

The Youth Program, as it is now structured, has been in operation since February, 1977, with a new Youth Director. At this time, the South End Youth Development Program began its long journey to providing a full complement of services and programs to South End youth. The YDP is now operating

several organized recreation, sports, and educational activities that generally conform to the content of the 419.

The monitoring session was conducted on January 23, 1978. Participating in the interview were the SNAP Executive Director and the Youth Development Supervisor.

STAFFING

At the time of the interview, the South End YDP consisted of 6 staff members:

Youth Development Supervisor	-	full-time
Job Development Coordinator	-	full-time
Physical Fitness Instructor	-	full-time
Assistant Physical Fitness Instructor	-	15 hours/week
Tutorial Coordinator	-	15 hours/week
Secretary	-	full-time

Annualized salaries for the above staff total $45,580.

In addition to paid youth staff, 4 volunteers also contribute approximately 12-18 hours per week. All except one are documented under local share. Three volunteers have been tutoring youth in English, reading, and math. English as a Second Language is also taught. The fourth volunteer participates in the physical fitness program; the monitor suggests

that he also be documented under local share.

RECRUITMENT AND SELECTION PROCESS

Outreach for the YDP has been achieved in a few different ways: mailings to middle and high schools, personal referrals, and publicity letters to South End agencies. According to the YDP Supervisor, everyone who applies for the program is accepted in accordance with budget and 419 restrictions.

PROGRAM ACTIVITIES

SNAP's Youth Program activities operate out of the newly redecorated facility at 15 Berkeley Street, which is easily accessible by public transportation from most sections of the South End. During the interview, the monitor reviewed with the respondents each of the steps outlined in the 419. The program activities generally have satisfied each of these steps. Exceptions will be noted as each activity is described below.

1. Tutorial. The Tutorial Coordinator is responsible for this major program activity. At the time of the monitoring, 18 youth were enrolled and attempts were being made to increase enrollment by recruiting additional volunteers and by possibly operating the program on a group as well as individual basis.

The monitor observed the list of current participants. The Tutorial Program operates Monday through Thursday, 3:00-6:00 pm. The YDP Supervisor indicated that the evaluative procedures for the program consist of pre- and post-testing, using both the Stanford-Binet and tests devised by the Coordinator. Each enrollee is also referred to the MOIS system. The respondents believe that a major strength of the program is the personal level of attention that each youth receives and the programmed tutoring plan that each youth experiences.

2. Physical Fitness. Supervised by the Physical Fitness Instructor, this activity presently is serving 30 individuals, several of whom are adults. The program, the respondents state, is able to serve more youth precisely because a number of adults have enrolled to participate in boxing. The activity operates daily, 11:30-7:30 pm. The 419 indicates that a "variety of movies, field trips, and seminars" (e.g., health education, etc.) will be offered as part of the activity. The YDP Supervisor mentioned that these events are being planned for spring 1978. Once a youth passes a series of periodic tests, he may be determined to be "physically fit" and, therefore, able to enter the Sports Program.

3. Sports Program. According to the respondents, thirty youth

are currently enrolled. Activities include swimming, soccer, gymnastics, football, tennis, and basketball. 'Supervised by the Assistant Physical Fitness Instructor, this program is being operated Friday, Saturday, Sunday, and sometimes Thursday. Gym and scrimmage space is provided by the Mackey School, Cooper Community Center, and Boston Technical High School.

The SNAP Director stated that the mechanics of evaluation for all of the agency's youth program activities will be closely looked at in the near future. The monitor believes that a strong evaluative process should be devised for SNAP's YDP. Such a process is especially needed to: (1) measure the quality of programs being provided, (2) determine if program goals, as envisioned in the 419, are being met, (3) determine how to re-orient the sports/physical fitness/self-defense programs so that they serve only youth (not adults), and (4) decide, based upon the first year of operation, if projected enrollments are realistic, too high, or too low.

4. Self-Defense Program. The Physical Fitness Instructor, who is responsible for this program, indicates that 9 adults are presently enrolled. Boxing is offered as a principle activity. The program operates daily, 11:30-7:30 pm., and is closely coordinated with the physical fitness program. The 419 points

out that, as part of the Self-Defense program, each participant's "educational and job training needs" will also be "assessed," and that "referral linkages with educational and job training resources" will be made. At the time of the monitoring, this program facet had not been accomplished nor initiated. The YDP Supervisor stated that linkages will be made with SNAP's Manpower Department to assist in assessing the enrollees' job training needs. Again, the monitor suggests that a strong evaluative process, involving the agency administration, may help the staff to determine how this program aspect can be achieved, or if a new program direction is more appropriate. Also, attention must be given to enforcing age limits so that primarily youth are being served.

5. Job Development. Operated out of 15 Berkeley Street from 9:00-5:00 pm., the activity is currently supervised by the Job Development Coordinator. The respondents believe that this program component, perhaps more than any other, is most affected by often uncontrollable variables, such as the fluctuating job market and the undeveloped entry level skills of unemployed youth looking for work. As a result, the YDP Supervisor is especially concerned about formulating methods for improving the activity's overall quality and for maximizing the output

of staff involved with the activity. During the last half of the 1977 program year (February to August, 1977), 57 jobs were developed and filled. From September to December, 1977, 15 jobs have thus far been developed and filled. In addition, 15 upcoming graduates of the agency's clerical training program are in the process of being placed through the YDP job development component. Lastly, the respondents mentioned that the establishment of a job bank called for in the 419 is a difficult task. Jobs do not readily exist for youth who do not have basic entry level skills or complete educational preparation.

6. Intake and Referral. The agency has a fairly rigorous intake and referral process that is generally a function of the YDP Secretary. Samples of the intake forms were observed to be in order. The YDP Supervisor cited a need for improving MIS documentation in this area, and indicated that a meeting would soon take place on this problem. The monitor noticed that the agency's orderly intake information could be quite helpful in identifying youth with special needs, in organizing special community events, or in generally aiding a youth in need of help. Youth who are referred to other agencies are followed up by telephone or by enrollment in an agency program. Referrals to other agencies and institutions takes on the following picture:

Type of Service	Referral Institution	Number Referred/Month
Youth	Harriet Tubman House	2-3
Health	Boston City Hospital Private Doctors Children's Hospital	10
Employment	NEC Private Sector (examples: McDonald's, Brigham's, Blue Cross/ Blue Shield, etc.)	10
Education	Harriet Tubman House Universities (Boston area)	2-3

Referrals have been made for any number of reasons, including use of the MOIS and vocational career counseling at the Harriet Tubman House, physicals and special health checkups at Boston City Hospital and Children's Hospital, assessment at the NEC, and job placement in the private sector.

MIS REPORTING

According to the respondents, MIS forms are regularly submitted to ABCD. However, the monitor's reading of the December 1977 MIS report indicates that a majority of CSA-funded youth program activities are not being fully reported. Consequently, program enrollments cited by the respondents are often substantially higher than those shown in the MIS report. To fully

credit itself for the services and programs it appears to be providing to South End youth, it is in the agency's best interest to improve MIS documentation in most YDP areas.

GENERAL COMMUNITY INVOLVEMENT

The agency does not sponsor a Youth Council. It also has no voting youth represented on its Advisory Board. The agency Director was concerned about the latter problems and appeared eager to correct it..

At the time of the interview, the YDP's involvement in neighborhood activities and festivities was relatively minor, consisting primarily of competition baseball and basketball. The respondents believe that participation in community events and activities ought to increase now that the program's activities are becoming better established. Also, community response to the agency's efforts is slowly improving.

TECHNICAL ASSISTANCE

The respondents have cited several areas in which the agency needs assistance with the YDP: proposal writing, fund raising, job development, and program development.

The APAC has requested technical assistance from several sources: (1) ABCD's Planning and Program Development Department, (2) ABCD's Manpower Department, (3) Boston Urban Gardeners, and (4) Black Achievers. Additional information on each of these requests is as follows:

Assistance Requested (including date of request)

1. Proposal development (November, 1977)
2. Job development training (October, 1977)
3. Resources for proposal (October, 1977)
4. Job development leads and career education tour (August, 1977)

In all cases, the assistance that was requested was received at no cost.

In addition, the agency has also received unsolicited assistance from: (1) de Casa which donated $450 for the Headstart program, an elderly dinner, and basketball uniforms; and (2) two Boston radio stations which publicized the Youth Program's Christmas party.

PROGRAM COORDINATION

Agency Cooperation

The YDP works with many agencies to deliver services to youth. They are as follows:

Name of Agency or Program	Purpose of Relationship
Headstart	Christmas party
Cooper Community Center	Football competition
Roxbury Action Program	Football competition
El Centros de Jovenes/ Cardinal Cushing Center	Use of Youth Center for basketball
Alianza Hispana	Source of recruitment
Blackstone School	Use of gym
Boston Public Schools	Source of recruitment
Welfare Department	Source of recruitment
ABCD	Proposal development, training, enrollee placement, publicity
Columbia Point	Competition sports
Harriet Tubman House	Vocational career counseling

419 Compliance

There are essentially no major differences between the actual program as described in this report and the 419 on the program.

There are, however, some minor differences. (1) In some instances, actual program hours of operation differ from the 419. (2) Actual program enrollments are substantially lower than the enrollments given in the 419. As the program year progresses, the monitor anticipates that this problem will correct itseff. (3) The Self-Defense Program is designed to include an educational and vocational assessment of each participant, which as yet has not been done. Also, this program is serving adults, not youth. (4) The job development component is not functioning as completely as the 419 indicates or as strongly as the YDP Supervisor would like. Some of the reasons for this difficulty are summarized in the "program activity," entitled job development.

The respondents are aware of these differences. For some, they say that the problem will be tackled shortly. For others, the monitor suggests that the 419 for the upcoming program year be revised to reflect the differences.

PERCEPTIONS OF RESPONDENTS

The primary improvement over last year's program is readily ascertained -- very simply, newly developed programs under a new administration have begun, are becoming solidly established, and are serving documented numbers of youth.

The respondents believe that the new Youth Development Program has a number of good features. They are as follows: (1) a strong ongoing tutorial program and newly established competition sports, (2) the development of better and stronger linkages with other community agencies, (3) the development of a potential for positively affecting program enrollees, (4) the redesign and refurnishing of 15 Berkeley Street to accommodate the activities described in the 419, and (5) the availability of one's own building (15 Berkeley Street) for total program operations.

While the newly redecorated building is indeed a great morale as well as program uplift, the monitor must suggest that some corrective measures be taken to eliminate the transmission of disturbing sound from the exercise room on the ground floor to the tutoring rooms above.

The respondents also believe that there are many specific ways in which the YDP could be improved. Of major importance to them are the following needs: (1) the need for maximum output from program staff, (2) the need for new funding resources to operate new programs, (3) the need for an expansion of existing programs (e.g., lengthening operation times and adding days to the operating schedule), (4) the need for new

programming to better serve larger segments of the area's population (e.g., educational programs, such as SAT preparation courses, to serve youth desirous of entering college), and (5) the need for additional professional education staff. The YDP Supervisor's desire to broaden the educational content of the programs is severely hampered because there is only one part-time Tutorial Coordinator.

MONITOR'S BRIEF ASSESSMENT

Since the hiring of the new YDP Supervisor in February 1977, the Youth Program has experienced some rather encouraging changes. As stated in this monitor's follow-up report of May 1977, "the monitor was rather impressed with some of the creative .....ideas being implemented for SNAP's new Youth Program..... All youth staff have been hired and are functioning, and, although in May, volunteer manpower consisted of only one tutor, the respondents anticipate that volunteer recruitment will slowly increase as the program progresses." (Volunteers now number 4). In addition, community involvement in the YDP is developing at a reasonable pace, especially in regard to the participation of various public schools in the Tutorial Program.

At this time, compliance with and fulfillment of its

youth development 419 is generally good, except for the few minor differences mentioned previously. Although MIS documentation needs to be improved, internal documentation is good. The agency appears to be well on its way to affording many South End youth with new and interesting programs.

In closing, the monitor has one additional comment and recommendation, which is based upon his interpretation of the ways in which the respondents feel the program could be improved. It seems that the Youth Supervisor's educational background and expertise is not as fully utilized as it could be in expanding existing educational activities and in establishing new ones. The addition of another educational staff person to the Supervisor's staff may greatly help in undertaking an expansion and creation of the educational youth projects.

SNAP

Deficiencies -- Youth Development Program

1. There are some minor differences between the actual Youth Program and the 419 for the program. (These differences are described in the section of this report entitled "419 Compliance.")

2. MIS reporting for the following program categories is inadequate: intake and referral, tutorial program, physical fitness and sports, and self-defense.

MONITORING SUMMARY REPORTS

SOUTH BOSTON

APRIL, 1978

Program	Pages
Administration	431-436
Community Involvement	437-444
School Age Education	445-450
Consumer Affairs	451-453
Senior Opportunities	454-458

SOUTH BOSTON APAC

Monitoring Summary:
Administration

Monitors: Frank Lucibella
Mike McParland

The monitoring of the administrative component of the South Boston Action Center was conducted on Monday, February 6, 1978 at the Action Center Offices, 424 W. Broadway. In attendance were the Executive Director and Deputy Director. The climate was cordial and cooperative.

The South Boston Action Center is a private not-for-profit agency whose goal is to alleviate the problems of poverty among the low-income residents of South Boston. Its CSA-funded activities include ongoing programs in the areas of School Age Education, Consumer Action and Senior Opportunities. In addition the APAC conducts a Head Start program, funded by HEW, a Neighborhood Employment Center (CETA), Turning Point, a drug rehabilitation program funded by the Massachusetts Department of Mental Health, and a nutrition-outreach program, funded by Federated Dorchester Neighborhood Houses. Funding levels for these programs is as follows:

CSA Versatile	$186,021
Head Start	193,302
Neighborhood Employment Center	5,793
Turning Point	41,073
Federated Dorchester Neighborhood Houses	5,000

The APAC also provides emergency crisis intervention services to community residents on an as-needed basis.

To augment this programming, the Action Center has sought funding from a number of other sources. Two proposals were submitted to the City of Boston's CETA Title VI program for $80,000 and $36,000 respectively; two proposals were submitted to the Law Enforcement Assistance Administration for $35,000 each; the City of Boston, Youth Community Conservation and Improvement Program ($97,000), Associated Foundations of Greater Boston ($60,000) and National Institute of Alcohol Abuse and Alcoholism ($20,000) each received one proposal

for funding. To date none have been approved.

The APAC shares program responsibility with the Condon Community School for recreation program; with Day Cove Mental Health Board for an educational/counselling program and Youth Enrichment Services for a recreation program. The APAC is also represented on South Boston Community Agencies Board, the Day Cove Mental Health Board, the South Boston Citizens and the South Boston Residents Group.

The organizational chart available indicates that the elected South Boston Action Council places administrative authority with the Executive Director. Responsible to the Director are the Deputy Director and the various Department Directors. Each Department director inturn is responsible for the operation of each particular program under their supervision.

ABCD Personnel Department records indicate eleven (11) full-time and two (2) part-time CSA, budgeted positions within the APAC. Currently all full-time positions are filled; one (1) part-time positionwas recently vacated voluntarily, the other remains filled. Also on staff are 15 volunteers and one (1) work-study student.

Currently, all eleven full-time staff have been employed for more than one year, as has the one part-time person on staff. The part-time person is a resident of the target area, as are nine (9) of the eleven (11) full-time staff.

Staff supervision is accomplished by a variety of mechanisms. Annual personnel evaluations are conducted on all staff. Quarterly within the program year, progress towards programmatic goals and objectives is reviewed. Full, formal staff meetings are conducted monthly; individual programs conduct weekly staff meetings and special purpose case conferences are conducted as needed.

Job descriptions currently reflect staff responsibilities. Minor changes in the personnel manual have incorporated OCD requirements regarding the parent involvement in hiring Head Start Directors. The personnel manual is unavailable,

pending its completion reflecting this change. No personnel grievances are in process, nor have any CSA staff been placed under disciplinary action.

In September, a consultant was retained to conduct a review of the local share budget. For this service, the consultant was paid $200.00.

Preparation of the Action Centers, 419's and 325's is initiated by program staff in conjunction with the program director. The recommendations developed are then reviewed by the Action Center's administration. Upon approval, draft 419's and 325's are presented to the appropriate program committee of the Board for discussion and recommendation. Committee comments, if any, are incporated and the package is presented to the Executive Committee and the Administration Committee. Upon their review, final drafts are presented to the full Board of Directors for discussion, review and final approval.

During the program year, staff may recommend program or budget changes to the Executive Director. If deemed appropriate, changes are then presented to Board committees for review and the full Board of Directors' for approval.

The Administrative Committee functions as the Action Center's finance committee and normally meets on a monthly basis. As such it has the responsibility to review all budgets prior to their submission and to monitor agency expenditures.

APAC administrative personnel also use ABCD monthly budget reports to oversee agency expenditures and to make budgetary adjustments, if necessary. Their usefulness would be enhanced if they were available on a more timely basis.

The South Boston Action Center, as a private, not-for-profit coporation, has received tax-exempt status from the IRS. Financial status reports were last filed with the Massachusetts Secretary of States Office in November, 1977. This report was reviewed and approved by the Board of Directors prior to its submission.

Local share committments are recorded by each program director and then reported to ABCD. The termination of the person responsible for forwarding these reports to ABCD has interrupted their recent submission. Last report submitted was in October.

Currently, MIS activity reports are submitted regularly and no problems are anticipated in meeting annual projections.

In general, the APAC administrators felt that cooperation between the Action Center and ABCD Central Departments is good. Both Youth Affairs Department and Manpower Department were specifically cited for their improved cooperation with the APAC. Central could be of further assistance to the Action Center by providing increased programmatic and financial support of local activities.

The Executive Director identified the primary role of the South Boston Action Center Board of Directors as to maintain corporate responsibility, i.e.,policy setting, fiscal control and reporting of program activities. His responsibilities to the Board are to carry out their policies, recommend changes in policy and report on the programmatic and fiscal operation of the agency. This translates into his major administrative responsibilities of close programmatic and fiscal oversight and good personnel supervision.

The major accomplishments of the Action Center during the past year was the establishment of two new corporations (printing and realty), improved Board-community relations and increased inter-agency cooperation. The major difficulty has been the inability to expand CSA funded programming with a fixed amount of funds.

Deficiencies:

1. One part-time clerical position is vacant.

2. Personnel Policy manual is not complete.

3. Submissional of local share committments is not current.

SOUTH BOSTON

MONITORING SUMMARY:
COMMUNITY INVOLVEMENT

MONITOR: DAVE CURTIS

Monitoring of the South Boston Action Centers Board of Directors took place on January 19, 1978. Attending the two hour interview were Board President, George Sweeney, Treasurer, Ann Steward and one of the Action Center's representatives to the ABCD Board, Barbara Connelly. Representing the staff of the Action Center were the Director, Carl Spence and the Deputy Director, Jerry Carey. The monitor was David Curtis.

Board Structure

The by-laws of the Action Center call for a board of thirty-three members, twenty-two elected from four (4) voting districts, eight others elected by the South Boston community "at-large" with the remaining three appointed by the other board members. The three appointed positions are occupied by a member of the Senior Advisory Group, a member of Youth Council and a Head Start parent. The twenty-two members elected from the four districts are considered "low-income", a "status" arrived at by signing of a residency (6 months) age (seventeen years) and income affadavit as part of the candidacy process. (This data is informally reviewed by the Board's Election Committee).

As of 1/19/78, there were four vacancies on the South Boston Board, these being three district seats and one at-large. The last election, conducted on October 24, 1976, did produce "runner-ups", but as of monitoring, all "runner-up" candidates had been appointed to the board. The board proposed to fill the vacant seats thru the appointment of candidates solicited by advertisement in local newspapers. It was outlined to this monitor that by 1/23/78, the next

regularly scheduled Board meeting. All seats on the South Boston Action Center Board will be filled.

The Action Center Board meets on a montly basis, having held four meetings since September of 1977. (Recess for Holidays during December). Minutes for review/approval at the next meeting. Further, the Action Center forwards board minutes to ABCD.

Committees of the Board

1). Executive Committee - As mandated in the Action Center's By-Laws, this nine member committee, which is composed of Board officers and representatives of all the Board's committees, acts to determine meeting agendas and general Board business. The Executive Committee is powered to act for the full board should the situation arise. The Executive Committee has met four times in '77, month of September with "six or seven" members at each meeting.

2). Administration Committee - This five member committee has met four times since the start of the program year, (September '77). The committee oversees the Administration of the Action Center and is particularly involved with review of fiscal matters, hence receives monthly financial print-outs. Further Action Center monies/and/or accounts not administered by ABCD, fall under review by the Administrative Committee.

3). Election Committee - Although the Action Center by-laws mandate a "standing" Election committee, according to those interviewed, the group meets only to plan and "produce" the board election.

4). Personnel Committee - Aside from hearing staff grievances, of which there have been none in the past year, the five member Personnel Committee "advises" the Executive Director on staff appointment. How-

ever the Personnel Committee, by board policy, has delegated to the Executive Director, responsibility for hiring temporary help, work-study help, and part time help. A five member group, the Personnel Committee has met twice since September of 1977.

5). Consumer Action - Having met four times since the September 77 start of the current program year, this five member group reviews the consumer action programs of the South Boston Center.

6). Manpower/Education - According to those interviewed, this five member committee has had perfect attendance at it's four meetings since September of 1977. The committee reviews the Center's Manpower and Assessment operations and also follows the progress of the school age education program.

7). Youth Advisory Committee - The South Boston Action Center's Board of Directors devised this "Ad-Hoc" five member group in October of 1977. To the 1/19/78 monitoring date, the committee had not met. Although adverse funding necessitated the cutting of Youth programs by the Action Center board during the past program year, it is hoped that this committee will be able to work with Action Center staff to develop new Youth monies. The committee will also screen candidates for the NYC Summer program.

8). Senior Advisory Committee - The purpose of this five member committee is to review the progress and problems of the Action Center's programs for elders. The committee has met four times since September '77.

9). Head Start Parent Council - While not a committee of the Action Center's Board, the parent Council does not have a seat on the Board

and is encouraged to participate in all aspects of Action Center programming.

The Youth Committee is a new group to the Action Center Board. Further, other Ad-Hoc committees are called together as situations merit. For example, to augment the efforts of the election committee, in the month prior to the annual meeting, a committee is formed to review the corporation by-laws.

The only committee keeping a written record of meetings is the Executive Committee. All other committees report verbally to the Board. Hence, committee reports/minutes are recorded as part of the Board's monthly reports.

ABCD Representation

The South Boston Action Center has three seats on the ABCD Board of Directors. The Action Center's Board President appoints the ABCD representatives. As of monitoring, Tom Skinner and Barbara Connelly are serving as South Boston's "verterans" to ABCD while Melba Hamilton is a "newcomer".

The ABCD Board representatives relate matters of the "in-town" board verbally to the Action Center's Board. Also, the minutes mailed by ABCD's Joan Sullivan are used, although Mrs. Connelly deemed it appropriate to let this monitor know that the last set of minutes was missing page 11 of the Manpower report.

Function and Responsibilities of APAC Board

Hiring

The Personnel Committee is involved in the hiring of all center staff with the exception of temporary help, part-time and clerical help.

Evaluation of Staff

As best this monitor could ascertain, the Board of the Action Center has minimal involvement in the actual evaluation of staff performance. Through committee work, Board members become aware of staff performance. Actual evaluations are performed by the Executive Director and Program Heads on a yearly basis as part of the increment procedure. If requested, these increment reports would be made available to the appropriate committee of the Center's Board.

As for the Executive Director, this monitor came away with the impression that there was no written, regularly scheduled evaluation prepared regarding his performance. Not unlike other APACs Board members, South Boston's respondents felt that the Executive Director was evaluated at every Board meeting and through his daily contacts with Board members and community residents.

Termination of Staff

The Action Council continues to utilize ABCD's Personnel Policies and adheres to the termination/grievance procedures outlined therein. A disgruntled and/or terminated employee may be granted a meeting with the Personnel/Grievance Committee by notifying the Board President of his desire. The President will call the committee hearing as he sees fit.

Since the last monitoring, one employee was fired, but that individual did not appeal his termination.

Board/Staff Relations

The Board members interviewed and felt that the APAC was well run and that the Director is open and accessible. These factors contributed to an "excellent" relationship between board and staff, according to the three respondents.

Administration/Contracts and Lease

During the past program year, the South Boston Action Council has moved considerably closer to realizing the goal of "spinning-off" several new, non-profit corporations, a Printing concern and a Real Estate corporation. This monitor was unclear as to what documents pertaining to these two ventures had been signed by the President on behalf of Action Center's Board, but reference was made to the "on-going" efforts to finalize contracts on behalf of the new corporations. Contracts and leases are signed by the President and Executive Director after board review.

Administration - Fiscal

The three board members interviewed, one of which was the treasurer, felt that the board was well involved in the financial matters of the Action Center. The Administrative Committee receives the print-out and break down of the Center's CSA funds which are administered by ABCD. Financial aspects of the yearly refunding process, i.e., budgets, just as are programmatic aspects, i.e., 419's are developed by the staff working with the appropriate committee. Documents are then reviewed by the Executive Committee and the full Board prior to submission.

Programs

The Board of Directors participates with the staff, the Executive Director and through it's own programmatic committees, to determine program priorities and Community needs, as perceived by the Board and staff, and determine to a large degree, which program will

be given priority and which will not. During the past year, the Board eliminated the Youth Programs, feeling that other organizations in the community could provide programming and that the Action Center could re-program the funds to provide cost of living raises to staff.

The Board is made aware of programs problems or progress by reports from the Executive Director, Committee reports, community feedback and attendance at committee meetings by program directors.

Board Training

In the Spring of 1977, all new members of the council and a good number of "veterans" participated in three two hour training sessions conducted by ABCD. The central departments involved were Planning and Community Coordination. Attendance at each session was between twelve and fifteen.

The Action Center has requested that two sessions, planned for the Spring of '77, but never realized due to external factors, be conducted.

Overall Community Involvement

South Boston is a politically active community. The involvement of Action Council Board members with other community efforts mirrors this activity. A partial list follows:

The South Boston Residents Group
The South Boston Citizen Group
Mayors Committee on Cultural Affairs
The Costal Zone Management Committee
Condon Community School
Tynan Community School
Sierra Club/Save our Shores

Deficiencies:

1. There are four (4) vacant seats on the agency Board of Director's.

SOUTH BOSTON ACTION CENTER

MONITORING SUMMARY:
SCHOOL AGE EDUCATION

MONITOR: MELISSA TILLMAN

I. General Program Description

Three programs serving children, young adults and parents comprise the educational contribution made by the South Boston Action Center to the community. They are: 1) the Tutorial Program with counseling and referral; 2) Project Turning Point funded by DMH-Drug Rehabilitation component; and 3) a 766 Advocacy Unit. CSA funding to support the Center's educational activities is $36,316; local share contributions to the program total $55, 739. In general activities emanate from the Action Center's office.

II. Methodology

The interview was held at the South Boston Action Center's offices, 424 West Broadway, on January 24, 1978. Attending the session were: The Tutorial Coordinator; The Director of Counselling and Education Programs; The Child Advocate; and The Chief, Executive Director of South Boston Actien Center. The meeting was relaxed and informative.

II. Monitoring and Assessment

A. Organization and Staffing

There are five paid staff members involved in the School Age Program: the Director of Counseling and Education Programs; the overall Supervisor and Coordinator devotes 25% of her time to the program; the Tutorial Coordinator, Child Advocate and two work-study students devote 100% time. Volunteers are

involved (9 tutors, Tutorial Program; 5 tutors, Project Turning Point). Tutor training was provided by the School Volunteers of America. Additionally tutors' skill levels are initially assessed through an on-going overview of their work; curriculum planning and technique development activities with periodic updating is provided. Training approaches for tutors (paid and volunteer) in both programs, e.g., Tutorial, Project Turning Point, like supervision is the same for all to ensure comprehensive and consistent service delivery. Supervision is provided by each program coordinator with weekly review of the cases to discuss their progress and any special problems that might occur; the Executive Director periodically reviews each program's progress with its respective coordinator.

The 766 Child Advocate has received training in the 766 process, participates in Core Evaluations, provides counseling and guidance to families needing assistance. She is supervised by the Director of Counseling and Education Programs who along with the Executive Director meets weekly with her to review and assess the cases.

Tutor performance is evaluated by on-site observation of the program Coordinator; and tutee success and performance.

B. Participants

In the Tutorial Program serving 3rd through 9th graders, 32 students are in the Boston Public School system, 3 in alternate settings and 6 are out of school, and participating in the

GED program. Forty-three clients are enrolled in the 766 Advocacy Program. None of the children enrolled are bilingual. Tutorial program recruitment is done through school and agency referrals, general community outreach, e.g., flyers, posters, word-of-mouth, etc.); Project Turning Point recruits their teens from school and court referrals. The students' educational needs are felt to be those of remediation in reading comprehension, vocabulary development, science and other school subject areas. Grade level is determined through teacher reporting and testing performed by the schools whose results are made available to the program.

C. Program

The Tutorial and Turning Point Programs' activities meet the Action Center's goals by: 1) bringing students up to grade level; 2) making unknown resources available to students; 3) providing scholarship and college information when appropriate; and 4) providing advocacy to ensure proper grade placement at schools and the receipt of credit due to participants in Turning Point. The 766 Advocacy Program is: the liaison with the schools; intervener to get children enrolled in the right education program and receiving required services; and the trainer of parents.

Activities

Advocacy 766 services, 9-5 p.m., Action Center; evening parent training sessions are provided.

Tutorial Program services, 7-9 p.m.; GED, Monday and Wednesday, 3-5 p.m., Monday-Friday, grades 3-9, at the Action Center.

Project Turning Point, drop-in center, Monday-Friday, 12-2 p.m. at 247 D Street.

Education and Vocation Counseling, ongoing, 9-5 p.m. at the Action Center.

Recruitment and Site Development for NYC programs ongoing as necessary from the Action Center.

Publication and distribution of 766 materials and Boston Resources ongoing as necessary from the Action Center.

Records are kept on enrollee attendance; counseling and referral services; test results (limited) by the Program Coordinator at the Action Center.

The 766 Advocacy Program keeps extensive records on clients and has developed its own intake forms and process for information gathering. All records and information is copied and given to the parents for their files. The Advocacy Unit has developed a procedure for informing parents about 766 and the way it operates; provided counseling to the parents; visited programs with parents and keeps them abreast of the status of their case. They also utilize 766 parents as advocates and resource to new parents.

Program activity space, supplies, equipment, and materials are adequate. Technical assistance with tutor training, and staff training in regard to community organization techniques and educational resources would be helpful (according to program staff).

D. Program Coordination and Community Involvement

The School Age Education Program utilizes existing community resources and participates actively in local groups and organizations, e.g., Bay Cove Mental Health Program on Children's Services, South Boston Committee for Community Agencies, Citizens Advisory Board for Youth Activities and others. It has good relationships with ABCD's Youth Affairs Program and the Program Planning and Development Department.

E. Perceptions

The South Boston Action Center's School Age Education Program is varied to service the many educational needs of its community. The overall program plan is comprehensive and its 766 Advocacy and Turning Point Programs are strong assets to the Action Center's service delivery goals. Increased budget and more staff would, of course, make for more expanded programming. Nonetheless, they have been creative in fostering cooperative ventures, e.g., Project Turning Point DMH that generate new ways to serve community residents.

Deficiencies:

None

SOUTH BOSTON APAC

Monitoring summary: Consumer Services

Monitor: Muriel Knight

Because of her concern for the safety of minorities in S. Boston, the Consumer Services Specialist picked me up at ABCD for the monitoring interview and took me out to her office in the S. Boston APAC. The monitoring interview took place on Thursday, January 12, with the Consumer Services Specialist in attendance.

The program is budgeted for 8,528 in CSA funds and has been in operation 11 years. Since the program has been going on for 11 years, many of the referrals are by word-of-mouth. Anyone who requests consumer help is assisted.

This year because of the demands on her time for fuel assistance referral, the Consumer Services Specialist did not have the time for Consumer Education classes.

Because her clients do not want public financial counseling, it is done on a one-to-one basis.

Some of the assistance offered by the Consumer Services Specialist include: Veterans' Housing Services, Legal papers notorized, working with the Senior Citizens' groups at L Street and Ninth Street, Children's Services, Little City Hall, Food Stamp Program, Half-Way House for ex-Mental patients, WIC referrals, Hot-Lunch for Seniors, Head Start parents, Fire Prevention, Fair Share, Rent Control, Christmas Toys and processing 601 Fuel Assistance applications.

Veterans in need of housing services have been assisted, clients legal papers have been notarized and the Senior citizens in the L Street section and West Ninth Street sections of S. Boston have been helped with their problems. Children in need of foster homes are given temporary homes through the Consumer Services specialist referrals, Head Start parents have been counseled on Consumer problems. When the driver for the Senior Citizens Hot Lunch program quit, the Consumer Services' Specialist delivered hot lunches to shut-in Seniors in the Mary Ellen Mc Cormack Housing Project.

During the months of April and May, she set up Community meetings in the Tynan Community School, L Street Bath House and West Ninth Street Housing Project to educate consumers about fire control and prevention. The Fire Defense program will be continued this year. In addition, the Consumer Services' Specialist processed 601 applications for fuel assistance out of a total of 618 for the last MIS period.

S. Boston's Consumer Services' Specialist does a mammoth job in providing consumer assistance to S. Boston residents.

Deficiencies:

None

SOUTH BOSTON APAC

MONITORING REPORT:
SENIOR OPPORTUNITIES PROGRAM

MONITOR:
VIRGINIA ROBINSON

DATE OF INTERVIEW: January 25, 1978

PLACE: SOUTH BOSTON ACTION CENTER
424 West Broadway
South Boston, Massachusetts

PRESENT: SENIOR ADVISOR
DEPUTY DIRECTOR

PART I - GENERAL PROGRAM DESCRIPTION

The South Boston Senior Opportunities Program is primarily an outreach and advocacy program which reaches people, especially the isolated, to provide needed services either directly or by referral. Although the program runs three drop-in centers, either alone or in conjunction with other agencies, staff considers its main functions as outreach and advocacy (advocacy being defined as follow-up with individual problems and organization of groups around issues of concern to seniors).

With a total budget of $55,640.00 (CSA, Massachusetts Elder Service Corps and Federated Dorchester Neighborhood House) the project has a staff of eight.

PART II - MONITORING METHODOLOGY

The Senior Advisor and Deputy Director were well-prepared for the interview, having thought through their programs and goals, and explained their program clearly. The interview took place in the South Boston APAC office on January 25, 1978, with a subsequent visit to the West Ninth Street Senior Center.

PART III - MONITORING FINDINGS AND ASSESSMENT

A. ORGANIZATION AND STAFFING

The four full-time and five half time employees are as follows:

Full: Senior Advisor - Program Director

Senior Aide - Neighborhood worker-subs for program director.

2 Outreach Aides - Neighborhood Worker

Part-Time: Nutritional Outreach Worker - provides and explains need for good nutrition and the location of hot lunch sites and home delivery organizations.

4 Senior Aides - Recreational Center hostesses - contact person at center, assist in serving meals and with recreation programs.

The four senior aides and nutritional outreach worker are paid for by Massachusetts Elder Service and Federated Dorchester Neighborhood House respectively (one of the senior aides is paid for by Boston Senior Aide Program).

B. PARTICIPANT INFORMATION

Daily attendance at the three drop-in centers averages 135 daily. Seniors attending these programs are, of course, the more mobile. Approximately 400 partake of the five senior trips provided each year. The social services are provided to many less mobile and shut-in persons, as well as some of the more active. The number of elders to whom service is provided is unpredictable, so that staff has chosen not to estimate it for their MIS summary,

but for the month of November totalled 300.

C. PROGRAM ACTIVITIES

Social services include: (1) escort (provided on foot or in a cab) to any place where a senior needs assistance; (2) home visits regularly made to shut-ins (which include errands, advice and concern, information and referral, delivery of meals); (3) information and referral in office; (4) assistance in making out income tax cards, making out checks, etc. (5) arranging for shopping bus with market.

Drop in centers provide recreation in the form of socialization, arts and crafts, socials, bus trips and games. Educational programs include lectures on any topics of concern to seniors such as crime, housing, health and medicine.

D. PROGRAM COORDINATION

Other APAC programs are available to seniors and referrals are made easily. Follow-up is done jointly by seniors and other APAC staff.

There is apparently much informal cooperation between the senior program and others in the community. There seems to be a genuine effort on the part of all who serve elders to get services to those who need them and avoid duplication of effort. The Deputy Director explained this ease of referral between agencies on the basis of:

1. The personal relationship of Senior Advisor with other agency personnel.

2. The trust that others have in the APAC, which is the oldest and largest social service provider.

E. GENERAL COMMUNITY INVOLVEMENT

Senior Advisor is member of Home Care and Nutrition Boards and attends meetings of Boston Commission on Affairs of the Elderly.

F. INTERVIEWEE'S PERCEPTIONS

This program has apparently the trust and support of the community, as well as a significant amount of staffing to enable it to provide a thorough outreach program. A smaller amount of time is devoted to staffing drop-in centers, which the program encourages and assists other agencies to be involved in. The amount of senior citizen participation in community organization planning is not entirely clear and could probably be increased.

Altogether the South Boston Senior Program appears to be well-organized, well planned and well run.

IV. DEFICIENCIES:

NONE

MONITORING SUMMARY REPORTS

SOUTH END SPANISH

APRIL, 1978

Programs	Pages
Social Services	459-465

SOUTH END SPANISH PROGRAM

MONITORING SUMMARY: MONITOR: HOLLY SIMONS

SOCIAL SERVICES

Monitoring Interview:

The monitoring interview was held on January 17, 1978 at the South End Spanish Program, 21 James Street, Boston, Massachusetts. Participants in the interview were the Director, and the ABCD Monitor.

Description of Program Activities:

The program activities have been evolving in response to community needs and available staff. The current activities are as follows:

Housing Advocacy and Assistance - Clients are helped with filing BHA applications, locating housing, and budgeting rent payments. Advocacy entails working with clients to help them better their housing conditions. Assistance is provided in individual cases, such as evictions.

Counseling - Primarily short-term counseling, usually around a crisis or specific problem, although there are also ten long term cases.

Information and Referral - Informs clients about the availability of resources and puts clients in contact with the agency providing the needed service.

Escort/Translation - Provided only when necessary for clients to obtain service. Clients are generally helped to deal with appointments on their own.

Home Visiting - Done only when necessary to complete service to a client.

Drug-Related Services - No longer provided, due to staff change-over. However, still listed in 419.

Indirect Services

-- Community group meetings have been held concerning housing and recreation. Plainning is underway for community school which is scheduled to start in March.

-- Information is disseminated to the community through T.V. and radio announcements.

-- Heating Bill Assistance

-- Contacts have been made with the local fire department and post office to promote hiring of Hispanics.

-- Advocacy, including participation in the Massachusetts Coalition Against Workfare and the Hill-Burton issue.

Staffing:

At the present time, staff consists of: the Social Service Director, who designs and implements social service programs for the Spanish community, supervises staff, provides translation and direct and indirect services; the Neighborhood Worker, hired in November, 1977, does translation, follow-up and some clerical work; and the Counselor who is responsible for information and referral,

escort services and counseling. All staff are responsible to the Social Service Director who holds frequent staff meetings. Although the Neighborhood Worker has been in the program as a consultant since September, she is still getting acclimated to the job and to the MIS system.

Staff training is ongoing within the agency. The Neighborhood Worker is enrolled in the community college program and staff participate in the training offered by the Social Services Department at ABCD whenever possible. Staff are all involved in the program planning process and intra-agency communication is good.

Program Operation

All activities are run out of the 21 James Street office. The office is equipped with private interviewing space, individual telephone, desks for each worker and locked files for records. Staff take the issue of confidentiality very seriously. Records which include a combination intake/case record form and all contacts with clients are kept in a central location. Additional registration forms are being prepared for the Community School Program.

This program mainly provides services to Spanish-speaking and bilingual residents of the South End. Some program activities, such as community education, reach the total population. In case of referral, the staff call ahead to make an appointment for the client and to see if there is bilingual staff available. The client is familiarized with agency procedures if he/she will not be accompanied to the agency.

Staff recognize the need for follow-up; the Neighborhood Worker is trying to follow-up in all new cases. Cases are carried until the problem is solved and/or all appropriate actions have been taken. The Director is trying to take on fewer cases and to work these through to termination.

Numbers Served:

The program has a service estimate of 250 for the program year. Currently, their MIS numbers are low; many MIS forms had to be redone since the Neighborhood Worker was unfamiliar with the system. With these and the December/January statistics added in, the Director estimates that the program will surpass their estimate.

Relationships with Community Agencies

The South End Spanish Center continues to maintain good referral relationships with Legal Aid, the Boston Housing Authority, the Church Street Welfare Office, South End Health Center, the Blackstone, MacKay and Bates Schools, Little City Hall, Boys Club, NEC program, Cardinal Cushing Center, Boston University Drug Program, East Berkeley Methadone Center, Mattapan Drug Program, and the Worcester and Springfield Drug Programs. They have also worked with E.T.C. (Puerto Rican Tenants in Action), and the MBTA has supplied scheduling material in Spanish to the Center. In addition, they have worked with LIPA, the Massachusetts Coalition Against Workfare, the Catholic Church (on the community school), and the fire department and post office (on minority recruitment).

Relationship With ABCD Central

Staff are interested in attending training sessions offered by the Social Services Department at ABCD, however, their limited staffing sometimes prohibits this. They have received technical assistance from ABCD Social Services in establishing MIS categories and in proposal review.

Assessment:

The Director feels that the program is doing many things well. In his assessment, there is a great need for community organization and group activities within their community.

Deficiencies:

1. Drug-related services should be dropped from the 419.

MONITORING SUMMARY REPORTS

WOMEN'S SERVICE CLUB

APRIL, 1978

Program	Pages
Social Services	466-472

WOMEN'S SERVICE CLUB

MONITORING SUMMARY: SOCIAL SERVICES

MONITOR: SHARON SPRINGER

The monitoring interview was held on January 30,1978 at the Women's Service Club (WSC). Participants were the Director of the Women's Service Club and the Monitor. The program is housed in a four story townhouse located at 464 Massachusetts Avenue in the South End, and some of the Senior Programs operate at the Frederick Douglas House, 755 Tremont Street, Boston. Although office space for staff is limited, there is space for private interviewing that is available when necessary.

The Women's Service Club (WSC) is funded by ABCD at a level of $34,696.00, which is used to provide a wide-range of direct services to about four hundred clients each year. The WSC also receives $49,000.00 from the State Department of Education for its homemaker training program, $29,900.00 from the Council of Elders for a Nutrition and Social Activities Program for Senior Citizens and $2,000.00 from The Boston Public School Department for the Adult Basic Education Program.

The staff funded by ABCD consists of: (1) the Director, who does all the administrative work as well as counseling and supervision of the Education and Senior Programs; (2) the Program Assistant, who does referral, information, job development, and follow-up work; (3) a part-time Community Aide, who does outreach and home visits; and (4) one Secretary, who in addition to secretarial duties, teaches a typing class twice a week.

In addition, four volunteers work a total of fifty-two hours per week working with the winter tutorial program and the Hot Lunch Program for Senior Citizens.

PROGRAM SERVICES

INFORMATION & REFERRAL - Clients are referred to a number of agencies for financial, health, legal, housing training, job placement, long-term counseling and other social services. Among the agencies and institutions are: Dorchester APAC and NEC, the Council of Elders, SNAP, ABCD, OIC, as well as other community agencies (thirteen persons were documented from September through November).

COUNSELING - The great majority of counseling is short-term. Long-term family counseling cases are referred to other agencies. (One person has been documented.)

JOB PLACEMENT AND DEVELOPMENT - This area is the main focus of the program. Approximately one hundred fifty individuals are served each year primarily by the training and placement of household workers (eighteen persons have been documented).

PERSONAL SERVICES - Includes escort and errand services for Seniors and assistance in writing resources (thirteen people have been documented)

BASIC EDUCATION - Provides eighth grade equivalency to eight to fifteen people. Students are referred from this course to GED programs and other training and educational programs. A teacher is provided by the School Department, and classes are held two nights a week.

TYPING CLASS - A two-hour class is held twice a week for eight people. Enrollment is limited to those persons unable to afford regular typing classes.

SUMMER TUTORIAL - Provided tutoring in Science, Art and Music plus cultural enrichment trips for sixteen elementary school children. The program operated four days a week during the summer.

WINTER TUTORIAL - Provides individual tutoring on a one-to-one basis to six elementary school children.

SENIOR PROGRAM - This program expects to serve over two hundred seniors this year through the following: (1) A Hot Lunch Program; (2) Nutirition Education; (3) Recreation; (4) A Drop-In Center; (5) Information and Referral; (6) Special Supportive Services.

SEASONAL PROGRAMS - With a gift of $400.00 from the city a group of forty-nine Seniors were treated to Christmas dinner at Hugo's. Employees from the John Hancock Insurance Company sponsored a Christmas Party with gifts for the participants in the Senior Program. In lieu of a Christmas Party for the children (many were held in the area) a Halloween Party was sponsored for twenty-six children. Toys were distributed to approximately eighty children at Christmas.

OTHER PROGRAM ACTIVITIES:

"MIGRANT SERVICES NEWSLETTER" - The agency publishes this five or six-page newsletter six times a year. It contains information on WSC programs, community events, and profiles and notes on staff members and program participants.

THE MASSACHUSETTS COMMITTEE ON HOUSEHOLD EMPLOYMENT - (MCHE)

The Women's Service Club President, Vice-President, and WSC staff initiated all activity on this committee. The legislative committee of MCHE is working actively to develop Workmen's Compensation and other benefits for household workers. The Committee and the WSC sponsored the Annual Conference on Household Employment on December 1, 1977.

DOCUMENTATION OF SERVICES

All programs operated by the WSC are consistently well documented. Documentation in some of the programs this year is lower than last year at this time but should come in line with last year when December and January documentation is received. Each worker keeps a daily log, and the program utilizes an intake form and a referral card. Narratives in the records document ongoing services. Records are kept in a locked filing cabinet available to Social Service staf only.

STAFF MEETINGS AND STAFF EVALUATION

Staff meetings are held monthly, and supervision is provided to staff as needed. Staff members are evaluated informally through staff meetings and ongoing supervision and formally through the ABCD yearly staff evaluation process. In addition, the program director reports to the WSC Board monthly and the program is evaluated by the board on an ongoing basis.

Staff members are interested in developing their skills, and they attend training sessions at ABCD. At present, one staff member also attends the ABCD/Middlesex Community College Program.

The Program Director offers the staff in-service training on interviewing techniques. A Doctor and a Social Worker from the Solomon Carter Fuller Mental Health Center will be working with the Program Director to develop an in-service training program on interpersonal relationships and staff communication to be given to all WSC staff in the various programs.

RELATIONSHIPS WITH ABCD

The Director of the Women's Service Club states that ongoing requests are made to ABCD for technical assistance and that requests have always been met. Staff of the WSC attend Social Service meetings at Central, and the staff views ABCD as a resource center. This past year a request was made to assist in finding a tutor for the Winter Tutorial Program and the assistance was received.

RELATIONSHIPS WITH OTHER COMMUNITY AGENCIES

In addition to the referral relationships with other agencies and activitiy on the Massachusetts Committee on Household Employment mentioned earlier in this report, the staff of the Women's Service Club participate in the Concerned Boston Citizens at ABCD, the South End Interagency Council, and the South End Partnership, an interagency council for agencies serving Seniors. The Program Director is on the Board of Traveler's Aid Society and the Advisory Council of Bunker

Hill Community College; additionally, she attends all local workshops and conferences on women's issues.

ASSESSMENT:

The Director stated that the program is basically the same as last year. The quality of the service and enthusiasm of the staff remains high as does the Board's support and involvement with the program.

The Director has found it more difficult to keep volunteers over this past year, but the program continues to maximize its effectiveness by utilizing the volunteers to provide direct services to clients. Funds are managed effectively and the program is operating at its maximum service level.

DEFICIENCIES:

NONE

MONITORING SUMMARY REPORTS

ROXBURY MULTI-SERVICE CENTER

APRIL, 1978

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ROXBURY MULTI-SERVICE CENTER

Monitoring Summary:
Administration

Monitors: Don Tate
Carole McCarthy

The administration component of the Roxbury Multi-Service Center was monitored on Wednesday, March 15, 1978. In attendance were the Acting Executive Director and Comptroller of the Multi-Service Center and the two ABCD monitors.

OVERVIEW

The Roxbury Multi-Service Center is a fiscally autonomous delegate agency which receives $122,896 in CSA versatile funding from ABCD to support, in part, the administration and community organization components of the Agency. In addition, the Multi-Service Center has been sucessful in attracting the following funding to support a wide array of programming:

$265,000	from the National Institute of Mental Health for a Day Activities Program
$106,000	from the State Department of Public Welfare to support Housing and Family Counseling Programs
$225,000	from the Division of Youth Services to sponsor a residential project for young females
$ 48,000	from the Department of Mental Health for a Student Traing Project
$238,000	in discretionary funding from LEAA for a Community Crime Prevention Project
$ 47,000	from the City of Boston for a Tutorial Program
$500,000	(approximately) from a variety of private foundations for specific projects, matching funds, renovations, and capital improvements.

During the past calendar year, the Roxbury Multi-Service Center has made a concentrated and successful effort to increase its programming and financial base. Major proposals were developed

(to LEAA, DYS, and private foundations) and all were funded. The monitors agree with the Acting Director when she described the past year as a "record year."

Solomon Carter Fuller Mental Health Center and Vista presently provide "in-kind" contributions to the Roxbury Multi-Service Center's programs. In addition, the Agency during the past year ran a joint program for youngsters with the South Boston Boys' Club.

STAFFING

At the time of the interview, the Roxbury Multi-Service Center employed a total of forty-nine people of whom thirty were full-time; eleven, part-time; and eight, work study.

The CSA funded portion of the Agency staffing accounts for twelve of the full-time positions and none of the part-time positions. At the time of the interview, two positions (Program Planner) and (Executive Director) were vacant; two staff members are acting in each of these positions.

Given the responsibilities of the Executive Directorship, the monitors were concerned about the plans of the Agency to fill the job as soon as possible. We were informed that the position has been widely advertized on the national, state and local level, and that the Board of Directors has established a Nomination Search Committee composed of Board and staff members. This committee is responsible for overseeing the recruitment effort and reviewing resumes. At the time of the interview, approximately 40 applications had been received and the Search Committee was projecting a sixty day processing time, meaning the goal for selection of a candidate is May 15th.

During the interim period, the Board of Directors has designated an Acting Director who has full responsibility for ongoing administrative and programmatic functions of the Agency.

PERSONNEL POLICIES & PROCEDURES

The Roxbury Multi-Service Center has a full set of Personnel Policies. Since last summer when the monitor reviewed these policies, only one change has been instituted and that is in regards to bringing on new employees. The Agency has organized an internal Personnel Committee composed of staff which reviews all resumes to determine if an individual meets the basic requirements and to obtain letters of reference for candidates.

Both administrative staff members interviewed felt that there was no need for any changes or additions to the Personnel Policies.

At the time of the monitoring, no CSA funded staff had been put under disciplinary action since September, 1977 and there were no personnel grievance actions in process.

STAFF SUPERVISION & COMMUNICATIONS

The Roxbury Multi-Service Center has designed and implemented a comprehensive system for insuring internal communication and staff supervision which includes a) an hour long weekly staff meeting between supervisor and staff member; b) a weekly Operations Committee meeting consisting of the Directors of Direct Services, Community Development, Training, Fiscal, and Program Planning/ Development plus the Executive Director to review overall operation, specific programs and agency goals; c) a monthly Functional Cabinet meeting consisting of the Executive Director, Operation Committee members, and Program Component Directors; d) monthly staff meetings for all employees; e) individual component staff meeting; and f) pub-

lication of "Weekly Word", a newsletter for all staff.

CSA REFUNDING

The staff of the Roxbury Multi-Service Agency has been designated primary responsibility for the preparation of refunding proposals and budgets. A comprehensive agency-wide proposal and budget is drawn up which projects total activities and expenditures for the coming year. The entire package is then presented to the full board for review and approval. In addition, the Executive Committee of the Board meets to review the 419's and budgets which are submitted by the Agency to ABCD.

During the course of the program year, any new programs or major additions are brought to the attention of the Board.

FISCAL AFFAIRS

The Roxbury Multi-Service Center does not have a separate Finance Committee of its Board. The respondents stated, however, that a) the Board Treasurer is in constant contact with the Comptroller; b) the Treasurer makes a monthly report to the Board on Agency financial matters; c) the Executive Committee acts on legally or financially binding matters; and d) the Agency is projecting the formation of a Finance or Budget Review Committee within the year.

Given the enlargement of the financial base of the Agency in recent months as a result of its successful program development activities, the monitors strongly recommend the establishment of a more formal procedure for involvement of the Board in financial matters on a committee level.

It was noted by the Monitors that during the last Fiscal year that Agency had on two occasions failed to make timely tax deposits and had received penalties for this. The comptroller indicated that

steps had been taken to insure that Tax deposits would be made on a timely basis in the future.

INCORPORATION STATUS

The Roxbury Multi-Service Center is a non-profit corporation under Chapter 180 of the Massachusetts State Laws. The last annual financial status report was filed in 1976 and the ABCD Fiscal Affairs Department has on file a copy. The Agency also has a tax exempt status from the IRS, dated 8/16/66, which is also on file at ABCD.

ADMINISTRATION/ABCD CENTRAL RELATIONSHIP

The Administration of the Agency interacts with ABCD Central basically around advocacy and programming issues. The Agency is also involved with Central Departments in terms of MIS, financial reporting, and property control.

ADMINISTRATION/BOARD RELATIONSHIP

According to the Acting Director, the primary responsibilities of the Board are: to determine policy for the Agency; to determine if policies are consistent with agency performance or if changes are needed; and to insure that the Agency operates in concert with its contracts.

In the opinion of the Acting Director, the Board is outstanding in the fulfillment of its responsibilities and is representative of a cross section of community experience, education, and background in program areas.

ACCOMPLISHMENTS/DIFFICULTIES

The Acting Director described the Agency's success in securing three new programs in the past year as a significant accomplishment because each of the programs speak to a documented need in the community and are therefore responsive to residents themselves.

MONITORS' PERCEPTIONS

The monitors were favorably impressed with the administrative functioning of the Roxxury Multi-Service Center. Our interview indicated that the management is capable and, over the past year, all the activities as stated on the 419 have been accomplished.

DEFICIENCIES

None

ROXBURY MULTI SERVICE CENTER

Monitoring Summary
Community Involvement

Rafael Toro
Monitors: David Curtis

After much rescheduling, monitoring of the Roxbury Multi Service Center Board of Directors took place at the center's office at 317 Blue Hill Avenue on March 20, 1978. The two hour session was attended by board members Sandy Stillwell and George Borden with Acting Director Marilyn Anderson sitting in. Monitors from ABCD were David Curtis and Rafael Toro.

Board Structure

Article IV of the Multi-Service Center By-Laws call for a board of no less than ten members, nor greater than thirty, with a quorum determined as ten members.

Since September of 1977, the board had met once per month with minutes recorded and mailed to board members, in advance of the next regularly scheduled meeting. According to the respondents, board meetings are not open to the public.

Board Composition

As of monitoring, board membership stood at twenty-four. According to the respondents the board strives to keep the membership at a level above twenty. Vacant board seats are filled by the Nominating Committee working with the Analysis Committee.

Analysis Committee: Chaired by Frances Gelber, the Analysis Committee is composed of all Division Directors (Staff Department Heads) a member of the Secretarial Staff and two board members. The function of the Analysis Committee is to make recommendations to the Board as to what Board Committees should be formed, and what skills and talents proposed members should possess, to benefit the agency.

Nominating Committee: The Nominating Committee "solicits and recommends to the Board of Directors new candidates for membership to the Board."

Elections: The Board of Directors of the RMSC is not elected, it is appointed. It is the function of the Nominating Committee and the Analysis Committee determine candidates for appointment to the board. Nominees are appointed for three year terms.

Committees of the Board

Executive Committee: Composed of the four board officers, the Executive committee is empowered to act on behalf of the board, although the board reviews the actions of the committee. The Executive Committee also functions as a Finance Committee.

Standards Committee: The Standards Committee was established in October, 1977 and it is composed of four board members and three staff members. Chaired by Margaret Pegram, the committee is charged with reviewing all aspects of the Service Center's operations.

Stanwood Street Property Committee: The Stanwood Street committee is composed of four members, two from the board and the Service Center's Comptroller and Director of Community Development. Established as an Ad Hoc group, the committee is charged with researching the most economical methods of maintaining the low-income properties owned by the Center.

Annual Awards Banquet Committee: The Annual Awards Committee plans the yearly banquet which raises funds for the Endowment Fund.

Personnel Policies and Practices Review Committee

The Personnel Policy Committee is composed of five board members and two staff members and two staff members. As of monitoring, this was a new committee charged with reviewing the personnel policies and procedures of the Roxbury Multi-Service Center.

Search Committee

The Search Committee is an Ad-Hoc group composed of one staff member and seven board members charged with the responsibility of recruiting and hiring an Executive Director. The group was formed in January, 1978.

Endowment Fund Committee

The Endowment Fund of the Roxbury Multi-Service Center was created to financially support RMSC with a goal of one million dollars and an intention of acquiring three facilities for the Center's programs. Created in 1973 and incorporated in 1974, the Fund is overseen by the Endowment Fund Committee which meets periodically to determine the progress of the fund drive.

All committee reports are presented to the board at the next subsequent meeting.

ABCD Representation

As of monitoring, the Roxbury Multi-Service Center was not represented on the ABCD Board of Directors.

Functions and Responsibilities of the Board

Hiring - The RMSC Board is involved only in the hiring of the agency's Executive Director. Currently, the Search Committee is recruiting candidates to replace Percy Wilson.

All other staff positions are hired by Department Heads with advise and consent from the agency Executive.

Evaluation of Staff

New staff members are reviewed by their supervisor after a three month probationary period. All staff is formally evaluated once per year. The monitors were provided with which appears to be a thorough instrument.

The Executive Director is evaluated on a yearly basis by the Executive Committee of the Board.

Termination of Staff

The monitors were provided with a copy of the Personnel Policies which contains a lengthy grievance/termination procedure. The board members interviewed were well versed in these procedures, but there haven't been any termination in the past two years.

Board/Staff Relations

Unlike most Area Planning Actions Councils, the Multi Service Center welcomes staff members on board committees. The interview respondents felt that this joint committee membership made for excellent board/staff relations. Mention was made of weekend training retreats with staff and board attending and these sessions were credited with helping to create positive board/staff relations.

Administration, Contract and Leases

As with other delegates, the Multi Service Center has a section in the by-laws pertaining to entering or breaking a contract or a lease. While the board president and another officer are the required signers, the board can delegate this authority to the agency's Executive Director.

According to those interviewed, contracts and leases are reviewed by the staff and not by a board committee.

The board is informed of all contracts and leases.

During the past year, leases and/or contracts have been negotiated between the Service Center and the National Institute of Mental Health, the Law Enforcement Assistance program and the Massachusetts Department of Welfare.

Administration - Fiscal

It is the responsibility of the Center's comptroller to prepare monthly financial reports for the Board. Preparation of these financial reports involves the board treasurer.

All cash transactions over one hundred dollars require the signatures of the Executive Director and the Board Treasurer.

The interview respondents felt the board was adequately involved with the financial matters of the Service Center.

Programs

According to the respondents, the board depends on two main sources for establishing program priorities, the program staff and community needs as perceived by the board members.

During the past year, the board has been involved with the creation of a mental Health facility, the development of an Achievment Motivation

program for youngsters and the planning of a residential treatment center for young women.

The board is informed of problems or progress in program areas by monthly reports prepared by the Department Supervisors and the Executive Director.

Refunding

The Roxbury Multi Service Center receives one hundred and twenty four thousand dollars of C.S.A. funding, which is earmarked primarily for administrative purposes.

The refunding documents, budgets and four-nineteens are prepared by the staff and reiviewed by the Executive Committee. Prior to review by the committee, the Board is given an overview of expected expenditures for the up coming year.

As for program or budget changes under taken during the year, the Board is involved with major additions to, or deletions of, Service Center programs. Internal "line to line" changes are not subject to Board review.

Training

The RMSC Board and staff have developed an orientation program for new members. As mentioned earlier, there have been weekend retreats involving staff and board. The interview respondents felt they were well versed in their duties as Board members.

Overall Community Involvement

Members of the Roxbury Multi Service Center are active with numberous other community ventures. A partial list of involvements follows:

The Roxbury Boys Club
The Crispus Attuck Day Care Center
The Roxbury North Dorchester APAC Board

Monitors Comments

The monitors are more familiar with elected boards than with appointed boards. However both monitors came away from the interview feeling that the Service Center Board functions well and is responsive to community needs.

Monitors Comments con't

The involvement of agency staff on board committees represents another departure from common procedures and the monitors are really not able to ascertain how effectively the practice works. Several of the committees, Standards and Endowment Fund, are new or recently reactivated and the monitors got the impression that the groups had not been, as of monitoring, terribly active. A final word on committees. If the Center continues to attract new funding, it might prove beneficial to establish a distinct Finance Committee thus removing this burden from the Executive Committee.

Overall the monitors were very impressed with the "togetherness" of the Service Center's Board of Directors.

One point which should be noted is the center's practice of not opening board meetings to the public. The monitors question the legality of closed board meetings, where Federal Funds are involved.

DEFICIENCIES:

None

ROXBURY MULTI-SERVICE CENTER

MONITORING SUMMARY:
SOCIAL SERVICES

MONITOR: HOLLY SIMONS

MONITORING INTERVIEW: The Monitoring Interview took place on January 18, 1978 at the Roxbury Multi-Service Center, 317 Blue Hill Avenue, Roxbury, Massachusetts. Attending were the Director of Direct Services and the ABCD Monitor.

DESCRIPTION OF PROGRAM ACTIVITIES: CSA funds this program at a level of 11,050, which accounts for a part of the salary of the Director of Direct Services. The program activities listed in the 419 are carried out by staff under the supervision of the Director of Direct Services. The activities are:

SUPPORTIVE COUNSELING SERVICES (includes intake, information and referral, mental health counseling, financial assistance, care and protection evaluation, and housing direct services).

GROUP COUNSELING (provides a mechanism for discussions and support). The Director states there is a need for an additional worker to provide services to alcoholics, currently a social work student is running a group for alcoholics.

STAFFING AND ORGANIZATION: The Director of Direct Services supervises a staff consisting of three MSW social workers, two BSW social workers, one additional worker and a secretary/receptionist. The staff has grown in the past year to the present level of staffing, no volunteers are utilized in this program.

The Director of Direct Services, accountable to the Executive Director, supervises the Social Service Program, including Assessment and Counseling (the 419 activities) as well as Youth Development, Day Activity Program and a Girls Residence to start in mid-February. The Director spends at least one to two hours a week in supervisory sessions with each staff person, as well as providing ongoing supervision. The Director meets weekly with staff from the other divisions of the Multi-Service Center (The job description for the ABCD partially-funded position and evaluation forms are enclosed.) Staff are involved in the writing of the 419 and there appears to be a good flow of information between ABCD and the program.

PROGRAM OPERATION: The physical setting is quite good; workers not only have individual telephones, private interviewing space, and desks, but their own offices as well. The program is well documented utilizing an information and status form, a contact sheet, as well as MIS and Title XX reporting forms. Records are kept in a locked filing cabinet with limited access. Confidentiality is further assured through a dual record-keeping system in which statistical information is kept separate from therapy notes and other subjective material. Client files can not be removed overnight and written permission is obtained from the client before records are released to other agencies.

Within the counseling component, one hundred clients are seen on a long-term basis, which is defined as from six months to one year. The Director does not believe in carrying clients for more than a year, fearing this might create dependence. The program's philosophy is to

set definite goals for therapy, and to try to reach those goals within a year. At that time, the goal is either reset or the case is closed. The focus of the program is on short-term counseling, which most clients prefer.

Referrals are made in cases requiring intensive psychiatric intervention and/or medication, cases of physical disabilities and of health-related problems or pregnancy. Follow-up is done routinely in all referrals; the intake worker who handles referrals also serves as a monitor to make sure the needed service was obtained.

The program serves all ethnic groups in the community. However, there is some difficulty in reaching the Haitian population since the staff is not bilingual in French.

The program continues to meet the service projections on the 419.

RELATIONSHIP WITH OTHER COMMUNITY AGENCIES: The community is informed of the program through a newsletter, Annual Report and word-of-mouth. A staff person coordinates the public relations effort.

The program coordinates its services with other agencies such as The Solomon Carter-Fuller Mental Health Center, Roxbury Action Program, Greater Roxbury Development Corporation, Lena Park, Freedom House, the Boys Club, the YMCA, schools and the court. Staff attend the social services meetings at ABCD. The program is self-contained and has not required technical assistance either from ABCD or from other sources.

ASSESSMENT: The Director feels that the program is going exceptionally well and that it is serving more clients than projected. The increased demand has created the need for an additional staff person. The program tries to avoid a waiting list, realizing it is important to serve people when they are motivated to seek help. Also, staff caseloads are limited to assure quality services. In order for clients to be seen on a timely basis without overloading existing staff caseloads, additional staffing will be sought.

DEFICIENCIES:

None

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